

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

From: [Howard Smith](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#)
Subject: Draft BT Report to Mayor and BT Chairman
Date: 02 March 2018 18:30:00
Attachments: [Elizabeth line and Bombardier weekly briefing_050318_v1.docx](#)

This week's draft attached. I've just compiled and circulated to BT for comment over the weekend so may not be final draft but thought in interests of time I'd get it to you in parallel.

Good weekend

Howard

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From: [Howard Smith](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#)
Subject: Draft BT Report to Mayor and BT Chairman
Date: 02 March 2018 18:30:02
Attachments: [Elizabeth line and Bombardier weekly briefing_050318_v1.docx](#)

This week's draft attached. I've just compiled and circulated to BT for comment over the weekend so may not be final draft but thought in interests of time I'd get it to you in parallel.

Good weekend

Howard

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Attachments: [Weekly Mayor Update 160319.docx](#)

From: Mannah Sylvia
Sent: 19 March 2018 11:58
To: 'Howard Smith'; Findlay Lucy; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Hi all,

Please find attached the latest version of the briefing which incorporates Howard's BT briefing. Lucy, I've included so comments which I'd be grateful for answers on. I'm really hopefully that we'll be able to submit this to City Hall today!

Best wishes,

Sylvia

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

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 19 March 2018 08:54
To: Findlay Lucy; Mannah Sylvia; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Quick comments;

2.2 reads oddly versus 2.6 (even updated 2.6). I don't think RAB-C granted approval for testing of automatic operation, I think the accepted the Siemens element. It needs Bombardier and the overall CRL case to finish the job so suggest remove 2.2.

Bombardier Para's can be updated with relevant excerpts from final weekly BT report (V2) - which I circulated a few minutes ago.

Howard

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

From: Lucy Findlay
Sent: 16 March 2018 15:25
To: Mannah Sylvia; Zavitz Richard; Howard Smith
Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Sylvia - as requested - info on a Friday!

It's not particularly interesting....Simon (Adams) may think of other things from this morning's call that he think the Mayor should be appraised of.

Lucy

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

MOVING LONDON FORWARD

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

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 14 March 2018 15:18
To: Zavitz Richard; Lucy Findlay; Howard Smith
Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

All,

As always, thank you for your contribution. Attached is the briefing that was sent to City Hall colleagues a short while ago.

Many thanks,

Sylvia

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

From: Zavitz Richard
Sent: 12 March 2018 17:01
To: Mannah Sylvia; Findlay Lucy; external howard Smith
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Hi Sylvia,

Just one comment from me. In section 2.9, would it be worth mentioning the mitigation for stage 2, with 2 tph between Paddington and Heathrow and 2 tph to Hays and Harlington to start in May 2018.

Thanks

Richard

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From: Mannah Sylvia
Sent: Monday, March 12, 2018 3:39 PM
To: Findlay Lucy; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

All,

Thanks for your submissions. Please find attached the revised briefing. Can everyone please review and get back to me asap. Lucy, it includes a couple of questions for you.

Best wishes,

Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 12 March 2018 14:27
To: Mannah Sylvia; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin
Subject: RE: Weekly Mayoral briefing

Here you go Sylvia.

I expect the gender pay stuff will get stripped out but it is an issue that may gain some media pick up next week - hence its inclusion.

Lucy

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

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 12 March 2018 09:24
To: Howard Smith; Lucy Findlay; Zavitz Richard
Cc: Adams Simon; Shauna Devlin
Subject: Weekly Mayoral briefing

Morning all,

Just a quick reminder that we need to submit the next version of the attached briefing today. Can I please ask you to update your sections of the briefing using the same tone and simplistic language - this will save us the hassle of questions in the review stages. Additionally, a reminder that Mike wants the appendices to be RAG status'd.

Thanks,

Sylvia

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From: [Howard Smith](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Mannah Sylvia](#)
Subject: FW: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Date: 12 March 2018 10:12:35
Attachments: [Elizabeth line and Bombardier weekly briefing 120318.V2.docx](#)

Andy,
Final draft weekly BT report. Any comments please shout by 12.00.
Kind regards
Howard

From: Howard Smith
Sent: 12 March 2018 10:11
To: 'Andy Derbyshire'
Cc: Per Allmer; Phil Clarke - TfL
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018

Andy,
Version 2 attached. Thanks. I've incorporate your first point (re assurance for Protected Manual on time) along with some extra words of clarification to various points requested by Mark Wild's office.

I haven't altered the final point quite as you propose because (i) the dates that have been included all along have Stage 2 as the lower priority (ii) we can't leave the Stage 2 release dates as 'being assessed' as we've flagged for the last 2 weeks that the dates were 'TBC' and have now included them. The impact on passenger service introduction (including driver training and the like) is still being assessed.

Hope that makes sense. Happy to take further comments if necessary but if we don't agree someone has to make the call – so I'll take that on myself.

Will pass to Mike B's office as I've amended it and confirm anything back from him.

Kind regards
Howard

From: Andy Derbyshire [[mailto: \[REDACTED\]@rail.bombardier.com](mailto: [REDACTED]@rail.bombardier.com)]
Sent: 11 March 2018 19:25
To: Howard Smith
Cc: Per Allmer; Phil Clarke - TfL
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018

Howard
Please see attached for your review and consideration.
Kind Regards
Andy
Mob +44 (0) [REDACTED]

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 09 March 2018 20:20
To: Andy Derbyshire <[\[REDACTED\]@rail.bombardier.com](mailto: [REDACTED]@rail.bombardier.com)>
Cc: Per Allmer <[\[REDACTED\]@rail.bombardier.com](mailto: [REDACTED]@rail.bombardier.com)>; Phil Clarke - TfL <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)>
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Andy,
Please find draft attached. Main changes this week are:

1. Reference to fleet withdrawal 8 & 9th March and expected return to service 12 March (please don't ask to alter this Mike Brown is fuming and has asked us to make Laurent Troger aware).

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2. Note successful start of driver training on GW and submittal of approvals to MTR
3. Submission of assurance for AM/PM expected on 16/3
4. New dates – as agreed – for Stage 2 and explanation as to why.

As you know, needs to go in Monday am so any suggestions before then please.

Have a great weekend – quite a week!

Howard

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To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: FW: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Date: 09 March 2018 20:23:05
Attachments: [Elizabeth line and Bombardier weekly briefing 120318.docx](#)

Andy, Sylvia,

Copy of what's gone to BT tonight, similarly comments for Monday morning please.

Good weekend

Howard

From: Howard Smith

Sent: 09 March 2018 20:20

To: 'Andy Derbyshire'

Cc: Per Allmer (████████████████████@rail.bombardier.com); Phil Clarke (TfL)

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Cc: [Clarke Phil \(ELLP\)](#)
Subject: FW: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Date: 09 March 2018 20:22:40
Attachments: [Elizabeth line and Bombardier weekly briefing 120318.docx](#)

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Mob +44 (0) [REDACTED]

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#)
Subject: FW: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Date: 06 March 2018 12:49:32
Attachments: [image001.png](#)
[Elizabeth line and Bombardier weekly briefing 050318 FINAL.docx](#)

Hi Sylvia,
Can you address the below points please.
See attached the note that was sent.
Kind regards
Stephanie

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 06 March 2018 12:36
To: Doyne Stephanie
Cc: Steer Tim; Claire Hamilton; Brown Andy (Corporate Affairs); Keane Kate
Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Hi Stephanie,

Val has reviewed the update and has come back with a couple of comments.
The following phrase is missing some text, marked in red:

'Old Oak Common Depot was brought into on 1 March, as planned and despite related weather issues. The depot is needed to support all stages of the Elizabeth line and there are three (potentially challenging) stages still to go.'

Could the missing text please be added in?

Val also raised a point made by Howard when they met - that having one train in there wasn't the issue; but that all the signalling and stabling capacity being fully functioning is the objective, as the service can't be brought into use without this being 100% ready. She has asked for some more detail on this point to be added to the briefing. Could this additional info please be added in?

If you could let me know when we can expect a revised version back, that would be great.

Many thanks

Erica

[Erica Walker](#)

Principal Policy Officer - Transport

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

Tel: [REDACTED] Mob: [REDACTED]

From: Tim Steer
Sent: 05 March 2018 18:06
To: 'Doyne Stephanie' <[REDACTED]@tfl.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>
Cc: Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>; Keane Kate <[REDACTED]@tfl.gov.uk>
Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Thanks – with Val and Nick.
Tim

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 05 March 2018 17:55
To: Tim Steer <[REDACTED]@london.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>
Cc: Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>; Keane Kate <[REDACTED]@tfl.gov.uk>

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Subject: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update

Hi both,

Please find attached the weekly joint TfL/Bombardier update on Crossrail.

I know we discussed this morning about providing the usual Thursday note today but as the team wasn't given much notice we are still working on this. I will get this to you first thing tomorrow morning – apologies.

Let me know if you have any questions.

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: ["Howard Smith"](#)
Cc: [Shaunadevlin](#)
Subject: FW: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Date: 06 March 2018 12:52:27
Attachments: [image001.png](#)
[Elizabeth line and Bombardier weekly briefing 050318 FINAL.docx](#)

Howard,
Please see below. I assume the missing word is 'use' which I can add but can you please look at the additional request?
Thanks,
Sylvia

From: Doyne Stephanie
Sent: 06 March 2018 12:50
To: Mannah Sylvia
Cc: Keane Kate
Subject: FW: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
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Many thanks

Erica

Erica Walker

Principal Policy Officer - Transport

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

Tel: [REDACTED] Mob: [REDACTED]

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Sent: 05 March 2018 18:06
To: 'Doyne Stephanie' <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)>; Claire Hamilton
<[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>

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

Customers, Communication and Technology

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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: 14 March 2018 15:02:20
Attachments: [Weekly Mayor Update 130318 v1.1.docx](#)
[image001.png](#)

FYI.

Kind regards

Stephanie

From: Doyne Stephanie
Sent: 14 March 2018 14:52
To: Steer Tim; Claire Hamilton
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi both,

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: FW: TfL Restricted - Weekly progress update on Crossrail
Date: 20 March 2018 12:45:57
Attachments: [Weekly Mayor Update 190318 - Final.docx](#)
[Elizabeth line and Bombardier weekly briefing 190318 v2 \(appendix D\).docx](#)
[Weekly Mayor Update 190318.pdf](#)
[image001.png](#)

Hi Sylvia

See attached final note. Also, Val confirmed that she is happy with this format.

Thanks

Kate

From: Doyne Stephanie
Sent: 19 March 2018 17:34
To: Steer Tim; Claire Hamilton
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi both,

Please see attached the weekly progress update for the Mayor and the joint TfL/Bombardier note, which we have combined this week and will continue to do so moving forward.

I have attached as both a word version and PDF version for ease. Let me know if you have any questions.

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: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: FW: Weekly Mayor Update 010318
Date: 01 March 2018 11:26:53
Attachments: [Weekly Mayor Update 010318.docx](#)

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 01 March 2018 11:23
To: Doyne Stephanie
Subject: Weekly Mayor Update 010318
Steph – please review this version. Slightly longer than the previous one because we've included the tables but let me know what you think asap.

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

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: FW: Weekly Mayor Update 010318
Date: 01 March 2018 15:32:25
Attachments: [Weekly Mayor Update 010318.docx](#)

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 01 March 2018 15:32
To: Doyne Stephanie
Subject: Weekly Mayor Update 010318

Just because it's you – I've been able to get the relevant info to explain the table – highlighted for ease 😊

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: FW: Weekly Mayor Update 070318
Date: 07 March 2018 15:50:08
Attachments: [Weekly Mayor Update 070318.docx](#)

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 07 March 2018 15:09
To: Doyne Stephanie
Subject: Weekly Mayor Update 070318
Hopefully this is much better now and addresses the concerns!
Thanks,
SM

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: FW: Weekly Mayor Update 260318 - Final
Date: 27 March 2018 10:51:04

Hi Andy,

Can you see if Mike is happy with the below explanation from LU.

The point he is questioning is the below from the Bombardier note:

- TfL Rail is still on schedule to take over the Heathrow Connect services in May 2018, using the existing rolling stock to the airport and Class 345's between Paddington and Hayes and Harlington.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 26 March 2018 18:28
To: Doyne Stephanie
Subject: Re: Weekly Mayor Update 260318 - Final
Ok - thanks.

Sent from my iPhone

On 26 Mar 2018, at 18:17, Doyne Stephanie <[\[REDACTED\]](#)> wrote:

Ok.

Will speak to Mike in the morning and see if he is happy to go along with this wording.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 26 March 2018 18:17
To: Doyne Stephanie
Subject: Re: Weekly Mayor Update 260318 - Final

But the line says resolution is April with safety approval in May so it validates that although there are issues, we remain on track to launch the services.

Sent from my iPhone

On 26 Mar 2018, at 18:14, Doyne Stephanie <[\[REDACTED\]](#)> wrote:

I saw this.

Mike thinks we should change our line if we know there are issues as it could be seen as misleading.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 26 March 2018 18:13
To: Doyne Stephanie
Subject: Re: Weekly Mayor Update 260318 - Final

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

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- Driver training on the Great Western route has continued in line with plan. One of the key activities for the success of this plan is an update for some route-specific software functions and this is being addressed urgently by Bombardier. Current dates for resolution are 10 April for release and 7 May for safety approval.

Sent from my iPhone

On 26 Mar 2018, at 17:26, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Andy,
Attached is a revised version of the briefing which should hopefully cover the points you raised.
Thanks,
Sylvia

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

From: [Mannah Sylvia](#)
To: [Wallace Andrew \(London Rail\)](#)
Subject: FW: Weekly Mayoral briefing
Date: 12 March 2018 12:32:37
Attachments: [Weekly Mayor Update 080318.docx](#)

Sorry I realised I missed you off the chain!

From: Mannah Sylvia
Sent: 12 March 2018 09:24
To: 'Howard Smith'; Findlay Lucy; Zavitz Richard
Cc: Adams Simon; Shaunadevlin
Subject: Weekly Mayoral briefing

Morning all,

Just a quick reminder that we need to submit the next version of the attached briefing today. Can I please ask you to update your sections of the briefing using the same tone and simplistic language – this will save us the hassle of questions in the review stages. Additionally, a reminder that Mike wants the appendices to be RAG status'd.

Thanks,
Sylvia

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: FW: Weekly mayoral briefing
Date: 19 March 2018 15:51:37
Attachments: [Weekly Mayor Update 190318 - SD Comments.docx](#)

Hi Andy,

Made some minor formatting changes and added in some clarification.

I've also spoken to Sylvia about the glossary not being a list of acronyms but a point of reference which she has agreed to make sure is incorporated into the note next week.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 19 March 2018 14:43
To: Brown Andy (Corporate Affairs); Keane Kate; Doyne Stephanie
Subject: Weekly mayoral briefing

Hi all,

Attached is this week's EL briefing which incorporates Howard's BT update.

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

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: Fwd: Draft BT Report to Mayor and BT Chairman
Date: 02 March 2018 18:38:27
Attachments: [Elizabeth line and Bombardier weekly briefing_050318_v1.docx](#)
[ATT00001.htm](#)

FYI

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#)
Cc: [Mannah Sylvia](#); [Keane Kate](#)
Subject: Fwd: Draft Weekly Report to the Mayor and BT Chairman
Date: 05 March 2018 14:02:04
Attachments: [Elizabeth line and Bombardier weekly briefing_050318_Final.docx](#)
[ATT00001.htm](#)

Hi Steph

Sylvia may have already forwarded this to you but FYI, agreed note with Bombardier. Can you print off and then I'll try to run past Mike after the weekly meeting?

Thanks

Andy

Begin forwarded message:

From: Howard Smith <[REDACTED]@crossrail.co.uk>
Date: 5 March 2018 at 12:57:24 GMT
To: Andy Derbyshire <[REDACTED]@rail.bombardier.com>
Cc: "Brown Andy ([REDACTED]@tube.tfl.gov.uk)"
<[REDACTED]@tube.tfl.gov.uk>, Per Allmer
<[REDACTED]@rail.bombardier.com>, Phil Clarke - TfL
<[REDACTED]@tfl.gov.uk>, Joe Bednall <[REDACTED]@rail.bombardier.com>, Mannah Sylvia <[REDACTED]@tfl.gov.uk>
Subject: RE: Draft Weekly Report to the Mayor and BT Chairman

Andy and colleagues,
Left 'significant' out, changed file name to 'Final' and report attached.
Can Sylvia forward as necessary on the TfL/City Hall side.
Andy/leave it to you and Per to forward within BT.
Howard

From: Andy Derbyshire [[mailto:\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)]
Sent: 05 March 2018 11:35
To: Howard Smith
Cc: Brown Andy ([REDACTED]@tube.tfl.gov.uk); Per Allmer; Phil Clarke - TfL; Joe Bednall; Mannah Sylvia
Subject: RE: Draft Weekly Report to the Mayor and BT Chairman

Howard

My view is written words that can come across as extreme like "significant" can be create a uncertainty and lead to many questions.

I'm happy either way.

Kind Regards

Andy Derbyshire

COO & VP UK Aventura Projects

Litchurch Lane

Derby DE24 8AD

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

Tel +44 [REDACTED]

Mob +44 (0) [REDACTED]

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

Sent: 05 March 2018 11:27

To: Andy Derbyshire <[REDACTED]@rail.bombardier.com>

Cc: Brown Andy ([REDACTED]@tube.tfl.gov.uk)

<[REDACTED]@tube.tfl.gov.uk>; Per Allmer

<[REDACTED]@rail.bombardier.com>; Phil Clarke - TfL <[REDACTED]@tfl.gov.uk>; Joe

Bednall <[REDACTED]@rail.bombardier.com>; Mannah Sylvia

<[REDACTED]@tfl.gov.uk>

Subject: Re: Draft Weekly Report to the Mayor and BT Chairman

Andy

Thanks. I think you've removed 'significant' from the bullet on bugs.

I'll take the change this week but there are a significant number of bugs - more than expected (hence triaging to 7.3) so I would have thought it's better to say that - as it does say what's being done about it in terms of reviewing resources for sprints.

Will delete 'significant' unless told otherwise.

Howard

Sent from my iPhone

On 5 Mar 2018, at 09:24, Andy Derbyshire

<[REDACTED]@rail.bombardier.com> wrote:

Howard

One minor tweak on the 7th bullet point.

Kind Regards

Andy Derbyshire

COO & VP UK Aventura Projects

Litchurch Lane

Derby DE24 8AD

Tel +44 [REDACTED]

Mob +44 (0) [REDACTED]

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

Sent: 05 March 2018 08:40

To: Andy Derbyshire <[REDACTED]@rail.bombardier.com>; Brown

Andy ([REDACTED]@tube.tfl.gov.uk)

<[REDACTED]@tube.tfl.gov.uk>

Cc: Per Allmer <[REDACTED]@rail.bombardier.com>; Phil Clarke - TfL

<[REDACTED]@tfl.gov.uk>; Joe Bednall

<[REDACTED]@rail.bombardier.com>; Mannah Sylvia

<[REDACTED]@tfl.gov.uk>

Subject: RE: Draft Weekly Report to the Mayor and BT Chairman

Final draft attached (v4). Changes to Fridays draft as follows:

First bullet – added in number of trains completed

Penultimate bullet – amended at request of BT to note 6.2 and 7.0 released on time, amended at request of TfL Commissioner's Office

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

to explain risk re bug count.

Table – All acronyms now spelled out as requested by Commissioner's Office (exception being 'CBTC' just added 'signalling').

Hope that's all – please shout by 11.00 UK if any major concerns otherwise will confirm this as final version.

Kind regards – exciting week ahead

Howard

From: Andy Derbyshire [[mailto:\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)]

Sent: 05 March 2018 07:55

To: Howard Smith

Cc: Per Allmer; Phil Clarke - TfL; Joe Bednall

Subject: RE: Draft Weekly Report to the Mayor and BT Chairman

Howard,

Please see attached.

Kind Regards

Andy Derbyshire

COO & VP UK Aventura Projects

Litchurch Lane

Derby DE24 8AD

Tel +44 [REDACTED]

Mob +44 (0) [REDACTED]

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

Sent: 02 March 2018 18:28

To: Andy Derbyshire <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>

Cc: Per Allmer <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>; Phil Clarke - TfL <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: Draft Weekly Report to the Mayor and BT Chairman

Andy,

Please find attached this weeks update that I've just drafted ready for Monday. If you can let me have any proposed changes by Monday morning I'll get it cleared through our side. It needs the number of completed trains including in the first bullet (35 last week).

Copy Per and Phil C.

Howard

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From: [Mannah Sylvia](#)
To: [Zavitz Richard](#); [Wallace Andrew \(London Rail\)](#)
Subject: Help
Date: 13 March 2018 15:20:56
Attachments: [Weekly Mavor Update 120318 SD comments v1.1.docx](#)
Importance: High

Hello,

Hoping you will be able to help me – Mike Brown wants us to include a glossary in the briefing which spells out all the acronyms we use – can you help please?

Attached is the latest version of the briefing so I'd be grateful if you could review and see what you think we should include in the glossary.

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: [Brown Andy \(Corporate Affairs\)](#)
To: [Steer Tim](#); [Claire Hamilton](#); [Erica Walker](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#); [Mannah Sylvia](#)
Subject: Joint TfL/Bombardier weekly Crossrail update - TfL restricted
Date: 12 March 2018 17:42:32
Attachments: [Elizabeth line and Bombardier weekly briefing 120318 vFinal.docx](#)

Hi Tim / Claire / Erica

Please find attached the weekly joint TfL/Bombardier update on Crossrail, for the Mayor.

Let us know if you get any questions or comments.

Many thanks,

Andy

Head of Corporate Affairs

Transport for London

██████████ | ██████████

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From: [Howard Smith](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#); [Wild Mark \(CEO Crossrail\)](#); [Findlay Lucy](#)
Subject: Mayor/BT Chairman's weekly report
Date: 23 March 2018 19:26:36
Attachments: [Elizabeth line and Bombardier weekly briefing 260318.docx](#)

Please find draft attached. Nothing dramatic but I've refreshed some of the wording, not least because there will not be a report next week so next after this 9th April.

Any comments as usual by 10.00 Monday please.

Good weekend to all

Howard

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Date: 12 March 2018 17:43:11
Attachments: [Elizabeth line and Bombardier weekly briefing 120318 vFinal.docx](#)

Thanks Howard - here you go

And thanks for your continued perseverance with these - I know they are a distraction from your day job...!

Andy

[REDACTED] | [REDACTED]

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 12 March 2018 17:40
To: Brown Andy (Corporate Affairs)
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Thanks, send me the clean copy and I'll forward to BT. At least it's Monday this week!
Howard

From: Brown Andy (Corporate Affairs) [mailto:[REDACTED]@tube.tfl.gov.uk]
Sent: 12 March 2018 17:32
To: Howard Smith
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Thanks Howard - I'll change that to "completed in Derby by Bombardier"

A few other changes tracked on the attached

I'll send a clean version to City Hall shortly, for the Mayor

Andy

[REDACTED] | [REDACTED]

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 12 March 2018 17:21
To: Brown Andy (Corporate Affairs)
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Everything that's been manufactured and formed up at Derby into train units.
We've only bought 13x7 Car and 1x9 car, so there are a lot being tested, gaining mileage, waiting acceptance.
Howard

From: Brown Andy (Corporate Affairs) [mailto:[REDACTED]@tube.tfl.gov.uk]
Sent: 12 March 2018 17:14
To: Howard Smith
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: Re: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Mike asking - in the first line - does trains "completed" mean manufactured, delivered, ...?

On 12 Mar 2018, at 17:11, Brown Andy (Corporate Affairs) <[REDACTED]@tube.tfl.gov.uk> wrote:

OK - thanks Howard. With Mike now so hopefully will get sign off imminently
Andy

On 12 Mar 2018, at 17:06, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Andy,
Thanks, that's fine. Only change I'd suggest is final sentence, just say 'using existing rolling stock where necessary' (plans are not really a 'contingency' any more – that's what we are doing).
Kind regards
Howard

From: Brown Andy (Corporate Affairs) [mailto:[REDACTED]@tube.tfl.gov.uk]
Sent: 12 March 2018 14:24
To: Howard Smith

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

Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate

Subject: Re: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018

Howard - would the changes in the attached version work? (I have included a reference to the contingency plans for taking over Heathrow Connect - I hope that's accurate...)

I will run past Mike as soon as I get out of the weekly meeting

Andy

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From: [Howard Smith](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Date: 12 March 2018 17:40:08

Thanks, send me the clean copy and I'll forward to BT. At least it's Monday this week!
Howard

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tube.tfl.gov.uk]
Sent: 12 March 2018 17:32
To: Howard Smith
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Thanks Howard - I'll change that to "completed in Derby by Bombardier"
A few other changes tracked on the attached
I'll send a clean version to City Hall shortly, for the Mayor
Andy

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 12 March 2018 17:21
To: Brown Andy (Corporate Affairs)
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Everything that's been manufactured and formed up at Derby into train units.
We've only bought 13x7 Car and 1x9 car, so there are a lot being tested, gaining mileage, waiting acceptance.
Howard

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tube.tfl.gov.uk]
Sent: 12 March 2018 17:14
To: Howard Smith
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: Re: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Mike asking - in the first line - does trains "completed" mean manufactured, delivered, ...?

On 12 Mar 2018, at 17:11, Brown Andy (Corporate Affairs) < [REDACTED]@tube.tfl.gov.uk > wrote:

OK - thanks Howard. With Mike now so hopefully will get sign off imminently
Andy

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Andy,
Thanks, that's fine. Only change I'd suggest is final sentence, just say 'using existing rolling stock where necessary' (plans are not really a 'contingency' any more - that's what we are doing).
Kind regards
Howard

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tube.tfl.gov.uk]
Sent: 12 March 2018 14:24
To: Howard Smith
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: Re: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Howard - would the changes in the attached version work? (I have included a reference to the contingency plans for taking over Heathrow Connect - I hope that's accurate...)
I will run past Mike as soon as I get out of the weekly meeting
Andy

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: Re: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Date: 12 March 2018 14:05:10
Attachments: [Elizabeth line and Bombardier weekly briefing 120318.V2.docx](#)
[ATT00001.htm](#)

Thanks Howard. I confess I have only just been able to look at it.

Do we have to say “should be available” at the start? Would be much better to say “are available”?

And I think we might need to redraft the last bullet point, about Heathrow services - it’s quite hard to read as a layperson. But I will run the note past Mike and see what he thinks.

Andy

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Date: 12 March 2018 17:31:31
Attachments: [Elizabeth line and Bombardier weekly briefing_120318_V2_AB2.docx](#)

Thanks Howard - I'll change that to "completed in Derby by Bombardier"

A few other changes tracked on the attached

I'll send a clean version to City Hall shortly, for the Mayor

Andy

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 12 March 2018 17:21
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Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
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< [REDACTED]@tfl.gov.uk > wrote:

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Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: Re: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Howard - would the changes in the attached version work? (I have included a reference to the contingency plans for taking over Heathrow Connect - I hope that's accurate...)
I will run past Mike as soon as I get out of the weekly meeting

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

Andy

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From: [Howard Smith](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Mannah Sylvia](#)
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Date: 12 March 2018 13:30:43

I've had no comments from either of you and BT have simply said that all Stage 2 dates are subject to commercial Heads of Terms – and I've said to Andy I'm not changing the report. So Andy – all completed from my perspective, good to go to City Hall.

Howard

From: Howard Smith
Sent: 12 March 2018 10:12
To: Brown Andy ([REDACTED]@tube.tfl.gov.uk)
Cc: 'Mannah Sylvia'
Subject: FW: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018

Andy,

Final draft weekly BT report. Any comments please shout by 12.00.

Kind regards

Howard

From: Howard Smith
Sent: 12 March 2018 10:11
To: 'Andy Derbyshire'
Cc: Per Allmer; Phil Clarke - TfL
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018

Andy,

Version 2 attached. Thanks. I've incorporate your first point (re assurance for Protected Manual on time) along with some extra words of clarification to various points requested by Mark Wild's office.

I haven't altered the final point quite as you propose because (i) the dates that have been included all along have Stage 2 as the lower priority (ii) we can't leave the Stage 2 release dates as 'being assessed' as we've flagged for the last 2 weeks that the dates were 'TBC' and have now included them. The impact on passenger service introduction (including driver training and the like) is still being assessed.

Hope that makes sense. Happy to take further comments if necessary but if we don't agree someone has to make the call – so I'll take that on myself.

Will pass to Mike B's office as I've amended it and confirm anything back from him.

Kind regards

Howard

From: Andy Derbyshire [[mailto:\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)]
Sent: 11 March 2018 19:25
To: Howard Smith
Cc: Per Allmer; Phil Clarke - TfL
Subject: RE: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018

Howard

Please see attached for your review and consideration.

Kind Regards

Andy

Mob +44 (0) [REDACTED]

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 09 March 2018 20:20

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

To: Andy Derbyshire <[REDACTED]@rail.bombardier.com>
Cc: Per Allmer <[REDACTED]@rail.bombardier.com>; Phil Clarke - TfL <[REDACTED]@tfl.gov.uk>
Subject: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018

Andy,

Please find draft attached. Main changes this week are:

1. Reference to fleet withdrawal 8 & 9th March and expected return to service 12 March (please don't ask to alter this Mike Brown is fuming and has asked us to make Laurent Troger aware).
2. Note successful start of driver training on GW and submittal of approvals to MTR
3. Submission of assurance for AM/PM expected on 16/3
4. New dates – as agreed – for Stage 2 and explanation as to why.

As you know, needs to go in Monday am so any suggestions before then please.

Have a great weekend – quite a week!

Howard

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: Re: Bombardier Class 345 Report to Mayor and BT Chairman 12 March 2018
Date: 12 March 2018 14:24:21
Attachments: [Elizabeth line and Bombardier weekly briefing 120318 V2 AB.docx](#)
[ATT00001.htm](#)

Howard - would the changes in the attached version work? (I have included a reference to the contingency plans for taking over Heathrow Connect - I hope that's accurate...)

I will run past Mike as soon as I get out of the weekly meeting

Andy

From: [Brown Andy \(Corporate Affairs\)](#)
To: [external_howard_Smith](#)
Cc: [Mannah Sylvia](#)
Subject: Re: Draft BT Report to Mayor and BT Chairman
Date: 02 March 2018 18:51:04

Good luck getting home, then!

If there's a new / worsening problem with the number of bugs then let's leave it in, then. But we might want to explain that more in the note as I didn't clock that from the original drafting (your email was much clearer - but I appreciate we might not be able to get BT to sign up to that language...)

Andy

On 2 Mar 2018, at 18:47, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

Andy,

Thanks – re bugs I'll have a think – the fact is this week the testing of the latest 7.0 has shown that the number of bugs continues to be way too high for comfort even in new releases – we've pushed BT hard this week on the rate of 'burn down' because our analysis shows that unless they do something different they just won't get there – even if they prioritise Stage 3. They are going over this and coming back next week.

Will take out acronyms.

Yes a lot of work going into keeping TfL Rail rolling, glad to say the Class 345's have actually worked superbly in the cold (bar the debacle within BT not putting anti-freeze in the washers on Tuesday). We have more out today than ever before and MTR are using them in preference to the old 315's wherever they can.

Just about to leave the (deserted) office and chance it on South Western Railway from Waterloo – District line if not!

Good weekend

Howard

From: Brown Andy (Corporate Affairs) [[mailto:\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)]
Sent: 02 March 2018 18:37
To: Howard Smith
Cc: Mannah Sylvia
Subject: Re: Draft BT Report to Mayor and BT Chairman

Thanks Howard

In the penultimate bullet I would delete "significant" (just say 'bugs'), as I think we took that out of our own note this week, too?

Can we take all of the acronyms (COS, BIU, etc.) out of the table of programme milestones? Mike asked for that last week.

Thanks and have a good weekend. Was listening to PM on Radio 4 earlier and they were reporting that TfL Rail was the only operator even attempting to run a normal timetable. Sounded really good - well done!

Andy

On 2 Mar 2018, at 18:30, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

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

This week's draft attached. I've just compiled and circulated to BT for comment over the weekend so may not be final draft but thought in interests of time I'd get it to you in parallel.

Good weekend

Howard

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From: [Andy Derbyshire](#)
To: [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Per Allmer](#); [Clarke Phil \(ELLP\)](#); [Joe Bednall](#); [Mannah Sylvia](#)
Subject: RE: Draft Weekly Report to the Mayor and BT Chairman
Date: 05 March 2018 09:21:18
Attachments: [Elizabeth line and Bombardier weekly briefing 050318 v4 draft \(3\).docx](#)

Howard

One minor tweak on the 7th bullet point.

Kind Regards

Andy Derbyshire

COO & VP UK Aventura Projects

Litchurch Lane

Derby DE24 8AD

Tel +44 [REDACTED]

Mob +44 (0) [REDACTED]

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

Sent: 05 March 2018 08:40

To: Andy Derbyshire ; Brown Andy ([REDACTED]@tfl.gov.uk)

Cc: Per Allmer ; Phil Clarke - TfL ; Joe Bednall ; Mannah Sylvia

Subject: RE: Draft Weekly Report to the Mayor and BT Chairman

Final draft attached (v4). Changes to Fridays draft as follows:

First bullet – added in number of trains completed

Penultimate bullet – amended at request of BT to note 6.2 and 7.0 released on time, amended at request of TfL Commissioner's Office to explain risk re bug count.

Table – All acronyms now spelled out as requested by Commissioner's Office (exception being 'CBTC' just added 'signalling').

Hope that's all – please shout by 11.00 UK if any major concerns otherwise will confirm this as final version.

Kind regards – exciting week ahead

Howard

From: Andy Derbyshire [mailto:[REDACTED]@rail.bombardier.com]

Sent: 05 March 2018 07:55

To: Howard Smith

Cc: Per Allmer; Phil Clarke - TfL; Joe Bednall

Subject: RE: Draft Weekly Report to the Mayor and BT Chairman

Howard,

Please see attached.

Kind Regards

Andy Derbyshire

COO & VP UK Aventura Projects

Litchurch Lane

Derby DE24 8AD

Tel +44 [REDACTED]

Mob +44 (0) [REDACTED]

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

Sent: 02 March 2018 18:28

To: Andy Derbyshire <[REDACTED]@rail.bombardier.com>

Cc: Per Allmer <[REDACTED]@rail.bombardier.com>; Phil Clarke - TfL <[REDACTED]@tfl.gov.uk>

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

Subject: Draft Weekly Report to the Mayor and BT Chairman

Andy,

Please find attached this weeks update that I've just drafted ready for Monday. If you can let me have any proposed changes by Monday morning I'll get it cleared through our side. It needs the number of completed trains including in the first bullet (35 last week).

Copy Per and Phil C.

Howard

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To: [Andy Derbyshire](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Per Allmer](#); [Clarke Phil \(ELLP\)](#); [Joe Bednall](#); [Mannah Sylvia](#)
Subject: RE: Draft Weekly Report to the Mayor and BT Chairman
Date: 05 March 2018 08:40:22
Attachments: [Elizabeth line and Bombardier weekly briefing 050318 v4 draft \(2\).docx](#)

Final draft attached (v4). Changes to Fridays draft as follows:

First bullet – added in number of trains completed

Penultimate bullet – amended at request of BT to note 6.2 and 7.0 released on time, amended at request of TfL Commissioner’s Office to explain risk re bug count.

Table – All acronyms now spelled out as requested by Commissioner’s Office (exception being ‘CBTC’ just added ‘signalling’).

Hope that’s all – please shout by 11.00 UK if any major concerns otherwise will confirm this as final version.

Kind regards – exciting week ahead

Howard

From: Andy Derbyshire [mailto:[\[REDACTED\]](#)@rail.bombardier.com]
Sent: 05 March 2018 07:55
To: Howard Smith
Cc: Per Allmer; Phil Clarke - TfL; Joe Bednall
Subject: RE: Draft Weekly Report to the Mayor and BT Chairman

Howard,

Please see attached.

Kind Regards

Andy Derbyshire

COO & VP UK Aventura Projects

Litchurch Lane

Derby DE24 8AD

Tel +44 [\[REDACTED\]](#)

Mob +44 (0) [\[REDACTED\]](#)

From: Howard Smith [mailto:[\[REDACTED\]](#)@crossrail.co.uk]
Sent: 02 March 2018 18:28
To: Andy Derbyshire <[\[REDACTED\]](#)@rail.bombardier.com>
Cc: Per Allmer <[\[REDACTED\]](#)@rail.bombardier.com>; Phil Clarke - TfL <[\[REDACTED\]](#)@tfl.gov.uk>
Subject: Draft Weekly Report to the Mayor and BT Chairman

Andy,

Please find attached this weeks update that I’ve just drafted ready for Monday. If you can let me have any proposed changes by Monday morning I’ll get it cleared through our side. It needs the number of completed trains including in the first bullet (35 last week).

Copy Per and Phil C.

Howard

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To: [Andy Derbyshire](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Per Allmer](#); [Clarke Phil \(ELLP\)](#); [Joe Bednall](#); [Mannah Sylvia](#)
Subject: RE: Draft Weekly Report to the Mayor and BT Chairman
Date: 05 March 2018 13:02:26
Attachments: [Elizabeth line and Bombardier weekly briefing 050318 Final.docx](#)

Andy and colleagues,
Left 'significant' out, changed file name to 'Final' and report attached.
Can Sylvia forward as necessary on the TfL/City Hall side.
Andy/leave it to you and Per to forward within BT.
Howard

From: Andy Derbyshire [mailto:[\[REDACTED\]](mailto:andy.derbyshire@rail.bombardier.com)@rail.bombardier.com]
Sent: 05 March 2018 11:35
To: Howard Smith
Cc: Brown Andy ([\[REDACTED\]](mailto:andy.derbyshire@tfl.gov.uk)@tfl.gov.uk); Per Allmer; Phil Clarke - TfL; Joe Bednall; Mannah Sylvia
Subject: RE: Draft Weekly Report to the Mayor and BT Chairman
Howard

My view is written words that can come across as extreme like "significant" can be create a uncertainty and lead to many questions.
I'm happy either way.

Kind Regards

Andy Derbyshire

COO & VP UK Aventura Projects

Litchurch Lane

Derby DE24 8AD

Tel +44 [\[REDACTED\]](tel:[REDACTED])

Mob +44 (0) [\[REDACTED\]](tel:[REDACTED])

From: Howard Smith [[mailto:\[\\[REDACTED\\]\]\(mailto:howard.smith@crossrail.co.uk\)](mailto:howard.smith@crossrail.co.uk)crossrail.co.uk]
Sent: 05 March 2018 11:27
To: Andy Derbyshire <[\[REDACTED\]](mailto:andy.derbyshire@rail.bombardier.com)@rail.bombardier.com>
Cc: Brown Andy ([\[REDACTED\]](mailto:andy.derbyshire@tfl.gov.uk)@tfl.gov.uk) <[\[REDACTED\]](mailto:andy.derbyshire@tfl.gov.uk)@tfl.gov.uk>; Per Allmer <[\[REDACTED\]](mailto:per.allmer@rail.bombardier.com)@rail.bombardier.com>; Phil Clarke - TfL <[\[REDACTED\]](mailto:phil.clarke@tfl.gov.uk)@tfl.gov.uk>; Joe Bednall <[\[REDACTED\]](mailto:joe.bednall@rail.bombardier.com)@rail.bombardier.com>; Mannah Sylvia <[\[REDACTED\]](mailto:mannah.sylvia@tfl.gov.uk)@tfl.gov.uk>
Subject: Re: Draft Weekly Report to the Mayor and BT Chairman

Andy

Thanks. I think you've removed 'significant' from the bullet on bugs.

I'll take the change this week but there are a significant number of bugs - more than expected (hence triaging to 7.3) so I would have thought it's better to say that - as it does say what's being done about it in terms of reviewing resources for sprints.

Will delete 'significant' unless told otherwise.

Howard

Sent from my iPhone

On 5 Mar 2018, at 09:24, Andy Derbyshire <[\[REDACTED\]](mailto:andy.derbyshire@rail.bombardier.com)@rail.bombardier.com> wrote:

Howard

One minor tweak on the 7th bullet point.

Kind Regards

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

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COO & VP UK Aventura Projects
Litchurch Lane
Derby DE24 8AD
Tel +44 [REDACTED]
Mob +44 (0) [REDACTED]

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 05 March 2018 08:40
To: Andy Derbyshire <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>; Brown Andy
([\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)) <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>
Cc: Per Allmer <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>; Phil Clarke - TfL
<[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Joe Bednall <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>; Mannah
Sylvia <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Subject: RE: Draft Weekly Report to the Mayor and BT Chairman
Final draft attached (v4). Changes to Fridays draft as follows:
First bullet – added in number of trains completed
Penultimate bullet – amended at request of BT to note 6.2 and 7.0 released on
time, amended at request of TfL Commissioner’s Office to explain risk re bug
count.
Table – All acronyms now spelled out as requested by Commissioner’s Office
(exception being ‘CBTC’ just added ‘signalling’).
Hope that’s all – please shout by 11.00 UK if any major concerns otherwise will
confirm this as final version.
Kind regards – exciting week ahead
Howard

From: Andy Derbyshire [[mailto:\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)]
Sent: 05 March 2018 07:55
To: Howard Smith
Cc: Per Allmer; Phil Clarke - TfL; Joe Bednall
Subject: RE: Draft Weekly Report to the Mayor and BT Chairman
Howard,
Please see attached.
Kind Regards
Andy Derbyshire
COO & VP UK Aventura Projects
Litchurch Lane
Derby DE24 8AD
Tel +44 [REDACTED]
Mob +44 (0) [REDACTED]

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 02 March 2018 18:28
To: Andy Derbyshire <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>
Cc: Per Allmer <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>; Phil Clarke - TfL
<[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
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you can let me have any proposed changes by Monday morning I’ll get it cleared

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through our side. It needs the number of completed trains including in the first bullet (35 last week).

Copy Per and Phil C.

Howard

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#)
Cc: [external howard Smith](#); [Keane Kate](#); [Doyne Stephanie](#); [Shaunadevin](#)
Subject: Re: Elizabeth line and Bombardier weekly briefing 260218
Date: 05 March 2018 09:12:49

I think that's fine, if you present it as a single submission in two parts - the BT-agreed part, and our bigger more honest section. That will make it feel different even if the content is largely the same.

Andy

On 5 Mar 2018, at 08:16, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Thanks Kate - I'll see what we can do for the report but I suspect it will not be different to what they received last Thursday.

Sent from my iPhone

On 5 Mar 2018, at 07:51, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Kate,

Thanks. Final version of weekly rolling stock report will be ready today - went round in draft Friday, final draft pre 0900. I think Sylvia finalises the 'main' weekly report compiled from various sources.

Kind regards

Howard

Sent from my iPhone

On 5 Mar 2018, at 07:34, Keane Kate <[REDACTED]@tfl.gov.uk> wrote:

Morning all

Just following on from the email below - City Hall don't mind if the two briefings are done simultaneously (and sent every Monday) but have suggested that this begins from today. I hope that is OK but shout if any queries.

Thanks

Kate

Kate Keane
Corporate Affairs
Transport for London

☎: [REDACTED] (ext. [REDACTED])

📞: [REDACTED]

✉: [REDACTED]@tfl.gov.uk

From: Brown Andy (Corporate Affairs)
Sent: 01 March 2018 15:47
To: external howard Smith; Keane Kate
Cc: Mannah Sylvia; Doyne Stephanie; Shaunadevin
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Thanks Howard. I'm not averse to us asking City Hall if they care if the two briefings are done simultaneously.

Kate - can you check with Tim please?

Andy

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 28 February 2018 17:43
To: Keane Kate; Brown Andy (Corporate Affairs)
Cc: Mannah Sylvia; Doyne Stephanie; Shaunadevin
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Thanks it does.

<!--[if !supportLists]-->1. <!--[endif]-->So first thing for me is that the BT report is an agreed doc between us and them. That's now underway and first one went in yesterday.

<!--[if !supportLists]-->2. <!--[endif]-->My intention is that the BT report should not be agreed 'gloss' with real thought hidden. I've put in real milestones dates including the really tough ones for the depot, for approvals and for 22 trains available and if these are not being hit or at risk I can't think of anything I'd want to say that I wouldn't share with BT.

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<!--[if !supportLists]>3.<!--[endif]>I fully realise we don't want to share the full Crossrail weekly report with BT although I did think (and I'll defer to Kate) that it's existence was briefly mentioned in the meeting.

<!--[if !supportLists]>4.<!--[endif]>So my base case is to write the same for the BT report (which BT didn't try to amend much) and use that text for the wider weekly. It's a pain if they are out of kilter by 4 days (changing tense etc) so better if on the same day in my view but if specific days matter I'll fall in and find someone to do it (as I'm currently spending too much time writing/agreeing to do the rest of my job without help).

<!--[if !supportLists]>5.<!--[endif]>If it's ever the case that we need to say something that BT wouldn't sign off or really shouldn't be told then we can always do that in the wider report but I don't see it as a frequent occurrence

<!--[if !supportLists]>6.<!--[endif]>Actually I think there's a danger the wider Crossrail weekly report reads at the positive end in terms of the wider project and focuses on physical milestones that are only part of what we need for the working railway but I've said to Sylvia that we can pick up subtle amendments to that next week.

So if we ever can do the reports simultaneously it's better but if we really mean Monday for one and it has to be Thursday for the other then it can be made to work.

Howard

From: Keane Kate [mailto: [REDACTED]@tfl.gov.uk]
Sent: 28 February 2018 10:49
To: Brown Andy (Corporate Affairs); Howard Smith
Cc: Mannah Sylvia; Doyne Stephanie; Shauna Devlin
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Thanks Andy

Howard – just looking back over my notes I have the following:

Action: Pierre and Sadiq to receive the same report every Monday to update on progress and flag any issues

Once Bombardier left the room, Mike did say to Sadiq that we would still send the usual update to him on a Thursday in addition to the note on the Monday just so he is aware of all the issues but he didn't want to refer to the note that Sadiq already receives in front of Bombardier.

Hope that provides some clarification.

Thanks

Kate

Kate Keane
Corporate Affairs
Transport for London

☎: [REDACTED] (ext. [REDACTED])
📍: [REDACTED]
✉: [REDACTED]@tfl.gov.uk

From: Brown Andy (Corporate Affairs)
Sent: 27 February 2018 18:54
To: external howard Smith
Cc: Mannah Sylvia; Doyne Stephanie; Shaunadevlin; Keane Kate
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Sorry, had intended to cc Kate in
Andy

[REDACTED] | [REDACTED]

From: Brown Andy (Corporate Affairs)
Sent: 27 February 2018 18:54
To: Howard Smith
Cc: Mannah Sylvia; Doyne Stephanie; Shaunadevlin
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Hi Howard

I'll defer to Kate on what was actually discussed in the meeting, but my clear understanding from the conversations since has been that the Mayor is still expecting two notes - the joint BT one being factual and about keeping pressure on BT; our own one being a more candid assessment of where things stand.

I don't think you need to repeat things in our own note, but I do think you need to include some assessment of how things are going on the rolling stock and depot front - i.e. the opinions you can not include in a note written jointly with BT.

Andy

[REDACTED] | [REDACTED]

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 27 February 2018 12:53
To: Brown Andy (Corporate Affairs)
Cc: Mannah Sylvia; Doyne Stephanie; Shaunadevlin
Subject: Re: Elizabeth line and Bombardier weekly briefing 260218

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

Andy

Main concern (not for City Hall today) is the potential confusion and waste from having two reports - at the meeting last week it was emphasised by both 'sides' we would have one, common, report.

If not we will spend a long time negotiating words with BT (we can't afford to let them think we don't care) and then produce a further version ourselves. Idea (discussed at meeting) had been to make joint report factual and milestone based and thereby keep pressure up on BT.

If we do have to include ref to rolling stock and depot on Thursday report can it be by exception ie just the things that we feel we have to add to the Monday report rather than alternative universe.

Howard

Sent from my iPhone

On 27 Feb 2018, at 11:48, Brown Andy (Corporate Affairs) <[REDACTED]@tube.tfl.gov.uk> wrote:

Thanks Howard

I just spoke to Mike and he is happy with this latest version as long as we expand out the acronyms in the table of milestones. I've done that in the attached.

I will now send it over to City Hall and, yes good if you could separately send to BT please.

FYI, I have also spoken to Tim and agreed with him that I will make the following points in my cover note to City Hall:

• It is hard to give an assessment of confidence in a joint note like this, without compromising contractual relationships

• Reminder that the purpose of this note is to keep up pressure on BT - and it is showing signs of doing that

• Our own weekly note will continue to be our own more candid assessment of how the delivery is going

That means we will need to keep doing our own note, which I think was the expectation anyway.

Tim told me the Mayor is personally chasing this note, so I will send it over now.

Thanks

Andy

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

Sent: 27 February 2018 10:57

To: Brown Andy (Corporate Affairs); Mannah Sylvia

Cc: Doyne Stephanie; Shaunadevin

Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Hopefully final draft agreed with BT (v4). Their only proposed change was to alter 'high number of bugs' to 'number of bugs' in the final bullet.

Let me know if you need more from me otherwise I'm presuming you will forward to City Hall and I will confirm final version for Bombardier to send internally (and also copy to Simon Adams etc – will develop short internal circulation list with Sylvia).

Could do with clarification about how we merge this into the main weekly Crossrail/Elizabeth line update or we will end up running two processes and two reports which actually make sense as one.

Let me know when cleared to go to BT

Howard

From: Howard Smith

Sent: 26 February 2018 18:27

To: 'Brown Andy (Corporate Affairs)'; Mannah Sylvia

Cc: Doyne Stephanie

Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Andy,

Thanks. Only comment is that 12 trains at Ilford is not 'on plan', it should have been 15 from way back but [REDACTED]

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[REDACTED]
suggest just leave as fact '12 out of an eventual 15'.
Will circulate to BT tonight.

Howard

From: Brown Andy (Corporate Affairs) [mailto:[REDACTED]@tfl.gov.uk]
Sent: 26 February 2018 18:17
To: Howard Smith; Mannah Sylvia
Cc: Doyne Stephanie
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Thanks Howard. This is much better I think - thank you.

I have made some further minor tweaks in the attached version. If you are happy with this version then I will run past Mike overnight / first thing tomorrow.

It might be worth you getting BT happy with it as well -- then we can hopefully send it out tomorrow morning (with a promise that future notes will be out on a Monday, but we needed to agree format etc. this first time, which slowed things down).

Andy

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 26 February 2018 17:40
To: Brown Andy (Corporate Affairs); Mannah Sylvia
Cc: Doyne Stephanie
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Amended draft, I've told BT it's still going round our shop so let me know when it's OK to re-circulate to them. If we do so in the next hour I'd expect them to turn it round tonight.

Back to snow....

Howard

From: Brown Andy (Corporate Affairs) [mailto:[REDACTED]@tfl.gov.uk]
Sent: 26 February 2018 15:14
To: Howard Smith; Mannah Sylvia
Cc: Doyne Stephanie
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

OK, thanks Howard.

It *might* be OK on that basis for it to not talk about what is being done to correct and shortfalls. But we do need something that suggests the targets as well as the performance.

I know there is a risk of repetition but the Mayor will only read these papers in isolation (and he deals with a million and one other things in the intervening period) - so it is less of an issue than you might think.

Andy

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 26 February 2018 15:12
To: Brown Andy (Corporate Affairs); Mannah Sylvia
Cc: Doyne Stephanie
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Andy,

My fault not Sylvia's.

Will do if that's what's required, however (i) this is weekly report so the risk if its expanded is it becomes repetitive - same every week as it's the detail that moves and (ii) the more its not simply factual (dates and progress) but gets into what matters, who's doing what etc it will become more painful to agree with BT.

I'm leading my team briefing/meeting for an hour but will revise and recirculate later today. When were OK with it we will need to either re-circulate to BT for their agreement or send this one out today, and risk BT saying they have a different view.

Kind regards

Howard

From: Brown Andy (Corporate Affairs) [mailto:[REDACTED]@tfl.gov.uk]
Sent: 26 February 2018 14:55
To: Mannah Sylvia; Howard Smith
Cc: Doyne Stephanie
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

Importance: High

Hi Sylvia and Howard,

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

I have just had a look at this and discussed it with Mike.
Please can you fill it out so that it is in full, English sentences that would make sense to the Mayor (who is understandably not as close to the project as we are). In particular, I do not understand what the final bullet (about software releases) is saying, so I doubt the Mayor will.
Mike would also like it to be clearer how we are performing against our targets (and, where necessary, what we are doing to get things back on track). For instance, "35 trains completed" gives no indication of how many should have been completed by now, and whether this is good or bad.
Thanks
Andy

From: Doyne Stephanie
Sent: 26 February 2018 12:04
To: Brown Andy (Corporate Affairs)
Subject: FW: Elizabeth line and Bombardier weekly briefing 260218
Importance: Low

Hi Andy,
Please see attached.
I have re formatted the note so that it looks better (although not sure if you want to keep the manifesto and MTS boxes if it's a joint note to the Mayor and the Chairman of Bombardier?).
I do have some concerns about how the note is written/the information included but interested to hear what you think?
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 26 February 2018 11:40
To: Doyne Stephanie
Subject: Elizabeth line and Bombardier weekly briefing 260218
Importance: Low

Steph,
Attached is the EL/BT briefing. It has been signed off by Howard and Mark and Andy Derbyshire (on behalf of Per Allmer). Can I confirm what the plan is in terms of sending it to the Mayor and Pierre? Are you guys planning to do that or will that be done via Tim?

Thanks,
Sylvia
Sylvia Mannah

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

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Wallace Andrew \(London Rail\)](#)
Subject: RE: Help
Date: 13 March 2018 15:46:58
Attachments: [Weekly Mavor Update 120318 SD comments v1.1 with glossary.docx](#)

Hi Sylvia,

Find attached the updated document with the list of acronyms as an appendix.

Richard

From: Mannah Sylvia
Sent: 13 March 2018 15:21
To: Zavitz Richard; Wallace Andrew (London Rail)
Subject: Help
Importance: High

Hello,

Hoping you will be able to help me – Mike Brown wants us to include a glossary in the briefing which spells out all the acronyms we use – can you help please?

Attached is the latest version of the briefing so I'd be grateful if you could review and see what you think we should include in the glossary.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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

From: [Tim Steer](#)
To: [Mannah Sylvia](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Claire Hamilton](#); [Erica Walker](#); [Keane Kate](#); [Doyne Stephanie](#)
Subject: RE: Joint Tfl/Bombardier weekly Crossrail update - Tfl restricted
Date: 12 March 2018 18:31:02

Thanks very much – there are with David B.

Tim

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

Sent: 12 March 2018 18:25

To: Tim Steer

Cc: Andrew J. Brown ; Claire Hamilton ; Erica Walker ; Keane Kate ; Doyne Stephanie

Subject: Re: Joint Tfl/Bombardier weekly Crossrail update - Tfl restricted

Hi Tim,

Please see the answers below.

Thanks,

Sylvia

1. Yes, Bombardier are prioritising to fit with the requirements for tunnel testing

2. Yes they have burn down charts and we have a specialist resource on our side to review them. The outstanding questions are (i) progress isn't linear, for various reasons, there are weeks with significant progress and then things slow down (ii) BT promise more resource so expect to speed up - we are sceptical and (iii) it needs to take account of both new bugs being identified but also diversion when other issues (such as last weeks concerns re Stage 1 software) require diversion of resources.

Sent from my iPhone

On 12 Mar 2018, at 17:59, Tim Steer < [REDACTED]@london.gov.uk > wrote:

Andy

David Bellamy has asked the following, which I don't fully understand. Could you possibly pose these points to the team?

Thanks

Tim

Do we have confirmation that the resolution of the software issues (and outstanding functions) is being prioritised to align with the tunnel test scheduling? When more resource is assigned, it's important to see a projection of when work will be complete by (with an appropriate assumption about further issues being identified). Bombardier should be able to produce a 'burn down' chart to demonstrate expected progress.

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

Sent: 12 March 2018 17:43

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

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

Cc: Keane Kate < [REDACTED]@tfl.gov.uk >; Doyne Stephanie

< [REDACTED]@tfl.gov.uk >; Mannah Sylvia < [REDACTED]@tfl.gov.uk >

Subject: Joint Tfl/Bombardier weekly Crossrail update - Tfl restricted

Hi Tim / Claire / Erica

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

Please find attached the weekly joint TfL/Bombardier update on Crossrail, for the Mayor.

Let us know if you get any questions or comments.

Many thanks,

Andy

Head of Corporate Affairs

Transport for London

██████████ | ██████████

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Wild Mark \(CEO Crossrail\)](#); [Findlay Lucy](#); [Doyne Stephanie](#)
Subject: RE: Mayor/BT Chairman's weekly report
Date: 26 March 2018 12:27:04

Sylvia,

All OK except the BAA point. It's not BAA these days its Heathrow Airport limited (HAL) and the difficulties were between Bombardier and Network Rail, not the airport.

Also had a minor tweak from BT which I need to edit so final version shortly after 13.00.

Howard

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]
Sent: 26 March 2018 09:50
To: Howard Smith; Brown Andy (Corporate Affairs)
Cc: Wild Mark (MD); Lucy Findlay; Doyne Stephanie
Subject: RE: Mayor/BT Chairman's weekly report

Hi Howard,

Thanks again for this. I've included some very minor tweaks which I've highlighted for ease. Can you please confirm if my reference to BAA is accurate.

Thanks,

Sylvia

Elizabeth line - Bombardier Weekly Report 26 March 2018

Key Activities and Issues

- 4X trains have been completed in Derby by Bombardier, which is in line with plan.
- 13 (out of 15) 7-Car trains are based in Ilford and in service on the **Liverpool Street to** Shenfield line. The day to day availability of trains has improved.
- Dynamic Testing in the Crossrail tunnels has continued with first use of the eastbound tunnel between Abbey Wood and Stepney Green. **This** week dynamic testing will move to daytime as the checks to demonstrate electrical safety alongside other railways (LU, DLR) have been successful.
- Approvals to support the start of testing of the automatic operation of the train in the Crossrail tunnel were submitted on schedule by Bombardier on 16 March. They were reviewed, revised and approval was given for the next intermediate stage (Protected Manual operation). Further information is required to support automatic operation at full speed in the tunnel. Assurance submissions need to remain a key area of focus both short and medium term.
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- A number of meetings are currently taking place to ensure close collaboration between Bombardier, Siemens, Crossrail and TfL. This relationship, covering train and signalling, is vital for Stage 3 testing and passenger service.
- The next Stage of Old Oak Common Depot (Stage B1 – comprising 6 additional sidings) is due to be brought into use on 11 April. This remains on plan.
- TfL Rail is still on **schedule** to take over the Heathrow Connect services in May 2018, using the existing rolling stock to the airport and Class 345's between Paddington and Hayes and Harlington.
- Driver training on the Great Western route has continued in line with plan. However it has been found that the Class 345's requires a further software modification to operate passenger services on the route and this is being addressed urgently by Bombardier. Current dates for resolution are 10 April for release and 7 May for safety approval.
- Scheduled pre-testing of the European Train Control System ('ETCS') in the Heathrow tunnels did not take place on 23 March because of difficulties booking track access **with BAA (Ferrovial)**, it is rescheduled for 6 April. Laboratory testing is about to start in Charleroi, Belgium allowing some ETCS tests to take place without requiring access to the

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actual railway at Heathrow.

- The next weekly update will be on 9th April and will include additional short term milestones, as agreed by the Commissioner/BT Chairman conference call which took place 22 March.

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 |
| 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 |
| 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 | 11 Apr |
| Section C Brought into Use | 30 May | 30 May |

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

Sent: 25 March 2018 20:37

To: Brown Andy (Corporate Affairs)

Cc: Mannah Sylvia; Wild Mark (MD); Findlay Lucy; Doyne Stephanie

Subject: Re: Mayor/BT Chairman's weekly report

Thanks, BT OK too, just waiting for confirmation on number of units completed and will be good to go.

Howard

Sent from my iPad

On 24 Mar 2018, at 08:52, Brown Andy (Corporate Affairs) < [REDACTED]@tube.tfl.gov.uk > wrote:

Thanks Howard - this looks good to me

Andy

[REDACTED] | [REDACTED]

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

Sent: 23 March 2018 19:26

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

Subject: Mayor/BT Chairman's weekly report

Please find draft attached. Nothing dramatic but I've refreshed some of the wording, not least

because there will not be a report next week so next after this 9th April.

Any comments as usual by 10.00 Monday please.

Good weekend to all

Howard

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [external howard Smith](#); [Mannah Sylvia](#); [Wild Mark \(MD\)](#); [Findlay Lucy](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Mayor/BT Chairman's weekly report
Date: 24 March 2018 08:51:58
Attachments: [Elizabeth line and Bombardier weekly briefing 260318.docx](#)

Thanks Howard - this looks good to me

Andy

[REDACTED] | [REDACTED]

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

Sent: 23 March 2018 19:26

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To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Wild Mark \(CEO Crossrail\)](#); [Findlay Lucy](#); [Doyne Stephanie](#)
Subject: RE: Mayor/BT Chairman's weekly report
Date: 26 March 2018 13:22:40
Attachments: [Elizabeth line and Bombardier weekly briefing 260318 V2.docx.docx](#)

Final version. Accepts all your changes (bar BAA), confirms 41 units produced and adopts slightly improved (clearer) wording from BT re Great Western and route-specific software.

I've passed to BT as final so good for incorporation into Mayors weekly.

Howard

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]
Sent: 26 March 2018 09:50
To: Howard Smith; Brown Andy (Corporate Affairs)
Cc: Wild Mark (MD); Lucy Findlay; Doyne Stephanie
Subject: RE: Mayor/BT Chairman's weekly report

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Thanks,

Sylvia

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Sent: 25 March 2018 20:37

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Cc: Mannah Sylvia; Wild Mark (MD); Findlay Lucy; Doyne Stephanie

Subject: Re: Mayor/BT Chairman's weekly report

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[REDACTED] | [REDACTED]

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

Sent: 23 March 2018 19:26

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

Subject: Mayor/BT Chairman's weekly report

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From: [Mannah Sylvia](#)
To: [Adams Simon](#)
Subject: RE: Mayor's Note: Cost
Date: 01 March 2018 11:29:54
Attachments: [image003.emz](#)
[image004.png](#)
[image005.emz](#)
[image006.png](#)

I know you're not in the office at the moment but below is the current version of the briefing.

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line

Date: 1 March 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 As planned, in the early hours of 26 February the first of the new Class 345 trains commenced its maiden journey into the new tunnels marking the start of dynamic testing. It travelled under 25kV traction between Abbey Wood and Connaught Tunnel and has now travelled at 25mph. The detailed testing programme will continue this week and will be extended to Stepney Green.
- 2.2 Dynamic testing is initially being undertaken during engineering hours at night to demonstrate that the train and infrastructure do not impact the adjacent railway assets of Network Rail, London Underground and Docklands Light Railway. Once this is proven, dynamic testing during the day will commence. The train is currently being operated manually by the driver but within a few weeks, and in line with the dynamic testing plan, it will come under signalling control from the line's Route Control Centre at Romford.
- 2.3 This is a major milestone for the project and has been a huge combined effort by the systems, infrastructure and rolling stock teams, along with MTR Crossrail who are providing the train drivers.

3 Costs

- 3.1 The cost position is formally calculated and communicated on a periodic (4-weekly) cycle and so is unchanged this week.
- 3.2 Discussions took place between CRL and Sponsors (DfT and TfL) at the Crossrail Sponsor Board on 22 February, regarding the likelihood of additional funding being required to complete the project. CRL's current forecast (3 February) continues to show £48m headroom to the limit of the £600m contingency, funded by TfL. Scenario analysis presented by CRL indicates that the likelihood of their cost forecast breaching that limit by the time of the next formal report (the Semi Annual Construction Report in May) is high.
- 3.3 A deep dive into Crossrail / Elizabeth line readiness with TfL Board members has been

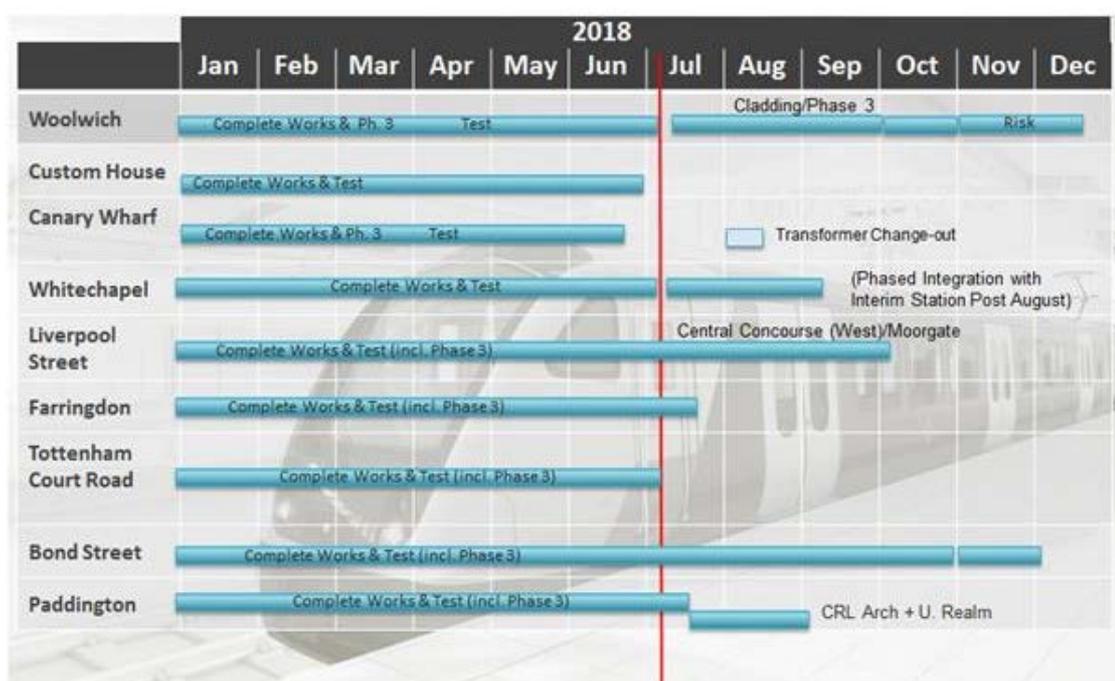
scheduled for 14 March where the implications of a potential breach will be reviewed.

4 Programme and Schedule

4.1 Key commitments and dates in Crossrail's Master Operational Handover Schedule (MOHS) 2018 are provided in the annex.

4.2 Over the last week the Final Design Overview (FDO) was completed for Tottenham Court Road. All other stations, portals, shafts and systemwide elements FDOs will be achieved shortly. Achieving FDOs is an important step in preparing for handover of elements to the Infrastructure Maintainers during summer 2018. In addition, supervisory control and data acquisition (SCADA) connectivity was achieved between Westbourne Park and the Route Control Centre at Romford enabling control of systems from Romford.

4.3 The MOHS 2018 sets out the dates to complete the central section stations including key milestones for: Phase 3 integration testing; all fit-out, mechanical and electrical, lifts and escalators and testing & commissioning; handover to the infrastructure managers; and completion of the whole works. The completion status around the timescales for handover, trial running, trial operations and Stage 3 commencement dates are set out in the diagram below. Detailed handover execution plans for each of the stations are now being finalised in discussion with the infrastructure maintainers. A more detailed briefing on the status of the individual stations will be provided next week.



4.4 This week Bombardier is testing the newly released 7.1 Train Control Management Software at Melton as well as continuing tests of braking and stopping accuracy on the Class 345 trains. At Derby testing of the Driver Machine Interface DMI continued.

4.5 The first 9-Car train started testing on the Great Western Main Line between Paddington and Maidenhead (tweeted by TfL on Monday 19 February) and a second train began testing on 26 February. This is in line with the plan for introduction of trains on the Great Western route from May 2018.

4.6 A 9-Car train was tested in the Heathrow tunnel using European Train Control System (ETCS) signalling overnight on 23 February. The results were better than previous tests in January. There are many more stages to go through before any passenger service.

4.7 Train testing and approvals were completed in time for the start of testing in the Crossrail

tunnels, which commenced on 25 February. The first trains are driven by staff and not in automatic operation.

4.8 Further approvals are being prepared by Bombardier for the start of testing of automatic operation in the tunnel from 25 March. It is vital the train is available to support this next stage of testing.

4.9 Bombardier’s mobilisation continues for bringing Old Oak Common Depot into use, in stages, from 1 March. The depot is needed to support all stages of the Elizabeth line.

5 Industrial relations

5.1 Discussions between Unite the Union and Balfour Beatty have continued regarding second tier payments and completion bonuses, with regard to a dispute involving Balfour Beatty electricians working at Woolwich. Unite has called four further strikes (7, 14, 21, 28 March) in order to maintain their mandate from the original strike ballot. Discussions will continue between Unite and Balfour Beatty.

6 Appendix

- Appendix A: Table of key risks and issues

-

Appendix A: Key milestones from MOHS 2018 and BT schedule

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

BT 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 | 5 March |
| Approval for European Train Control System driver training on Great Western | 24 Aug | TBC |

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

| | | |
|--|---------|----------|
| Approvals for European Train Control System Passenger Service | 28 Sept | TBC |
| Stage 3 | | |
| Completion of Transition testing at Melton ready for Central Operating Section Dynamic Testing | 29 Jan | Complete |
| Approval of CBTC for Central Operating Section Trial Operations | 22 Jun | 22 Jun |
| Availability of 22 trains for Trial Running in 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 | 1 Mar |
| Section B1 Brought into Use | 11 Apr | 11 Apr |
| Section C Brought into Use | 30 May | 30 May |

Appendix B: Table of key risks and issues

| Risk / Issue | Key date | Mitigation / Action |
|---|---|---|
| Stage 2 | | |
| Issues arising from integration of on-board European Train Control System (ETCS) with infrastructure and associated delays to Regulatory Approvals | Initial ETCS integration testing started 12 Jan 2018 | Revised BT programme was presented on 9 Jan 18. Weekly high- level dialogue with BT and dedicated CRL Stage 2 integration lead in place. Alternative (Class 360s) units secured - contract signed - to cover any delay. |
| Stage 3 | | |
| Timely provision of design assurance information, asset data, key operations/ maintenance information. | Systemwide Handover 5 Aug 2018 | Design assurance slowed in the period so will receive further focus at close out meetings delivery of asset information including O&M requirements remains cause for concern. Escalation with Tier 1 contractors. |
| 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. | Train tested & delivered to central section 29 Jan 2018 | CBTC Testing started at Old Dalby. Revised plans developed to continue testing to build contingency to start of testing in central section in February 2018. |
| Risk of delays to commissioning of NR interfaces impacting trial running. | Blockades Z1&2 3-24 Mar 2018
Z3&4 6-20 May | Recovery plans under development for installation of contract C620 equipment on NR lines to Stratford |

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| | | |
|--|--|--|
| | 2018 | |
| 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. Prepare station handover plans |
| Risk of LU readiness being impacted by ongoing construction at stations, spares availability and completion of staff training. | Trial Ops
09 Sept 2018 | LU Readiness Board overseeing this activity. |
| Preferred delivery option and programme for wifi and 4G for passengers from stage opening and maintenance teams from handover. | Wi-Fi available to maintainers 5 Aug 2018
Wi-Fi for passengers 9 Dec 2018 | Confirm programme and way forward.
Scope and confirm funding. |

From: Adams Simon

Sent: 01 March 2018 11:26

To: Mannah Sylvia

Subject: Re: Mayor's Note: Cost

Just saw that, I'll bring my snorkel and mask!

S

Sent from my iPad

On 1 Mar 2018, at 11:12, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

[Great, thanks Simon – we've just had confirmation that the deep dive will take place on 14 March at 10am in Palestra.](#)

From: Adams Simon

Sent: 01 March 2018 11:11

To: Mannah Sylvia

Cc: Hughes David (Director)

Subject: Re: Mayor's Note: Cost

Both great questions. We have a "deep dive" session planned with TFL Board members in March, I am sure both will come up then. We could refer to that in the note. Adding a further sentence saying.

"A briefing is being arranged for members of the TFL board in March, at which time the implications of a potential breach will be reviewed."

Simon

Sent from my iPad

On 1 Mar 2018, at 11:02, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

[Thank you both – the question we're likely to get back on that is what is being done to mitigate it and who would need to provide that additional funding if the contingency is breached.](#)

From: Hughes David (Director)

Sent: 01 March 2018 10:58

To: Adams Simon; Mannah Sylvia

Subject: RE: Mayor's Note: Cost

[Looks good to me.](#)

From: Adams Simon

Sent: 01 March 2018 10:31

To: Mannah Sylvia

Cc: Hughes David (Director)

Subject: Fwd: Mayor's Note: Cost

David,

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

Does the below sound about right for the Mayors weekly report?
Discussions took place between CRL and Sponsors (DfT and TfL) at the Crossrail Sponsor Board on 22 February, regarding the likelihood of additional funding being required to complete the project. CRL's current forecast (at the end of Period 11) continues to show £48m headroom to the limit of the £600m contingency, funded by TfL. Scenario analysis presented by CRL indicates that the likelihood of their cost forecast breaching that limit by the time next formal report (the Semi Annual Construction Report in May) is high.
Simon

Sent from my iPad

Begin forwarded message:

From: "Hughes David (Director)"
<[REDACTED]@tfl.gov.uk>
Date: 27 February 2018 at 19:57:07 GMT
To: Adams Simon <[REDACTED]@tfl.gov.uk>
Subject: RE: Mayor's Note: Cost

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

From: [Mannah Sylvia](#)
To: [Adams Simon](#)
Subject: RE: Our favourite time of the week
Date: 01 March 2018 09:27:04
Importance: High

Simon,
Sorry to chase but it's submission day and I need Mark to clear it before it goes to Mike.
Thanks,
Sylvia

From: Mannah Sylvia
Sent: 28 February 2018 16:34
To: Adams Simon; Findlay Lucy
Subject: RE: Our favourite time of the week
Simon, any update on this please?

From: Adams Simon
Sent: 27 February 2018 18:39
To: Findlay Lucy; Mannah Sylvia
Subject: RE: Our favourite time of the week
Thanks, I am discussing how to handle the cost point with David H at 13:30 tomorrow.
S

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 27 February 2018 15:17
To: Mannah Sylvia; Adams Simon
Subject: RE: Our favourite time of the week

Here you go.
Para 4.3 with image

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 February 2018 12:02
To: Lucy Findlay; Adams Simon
Subject: RE: Our favourite time of the week
That would be great! Thanks Lucy – briefing looks good.

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 27 February 2018 11:58
To: Mannah Sylvia; Adams Simon
Subject: RE: Our favourite time of the week

Just thinking about this – we have a status update on all the stations delivered to our Board this Thursday. That would be where I would get the information from otherwise there is a risk of duplicating a lot of effort and asking for all sorts of reports and information from team members to provide the information in advance of Thursday am when materials are finalised. I can provide the high level diagram for stations that is in our MOHS which shows handover and completion dates and then say further detail to be provided in the a fuller note the week after – do you think that would work?

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 February 2018 11:36
To: Lucy Findlay; Adams Simon
Subject: RE: Our favourite time of the week

Hi Lucy,

For this week's briefing, Val has asked what the assessment of progress on stations is and that this be included in the weekly briefing from TfL to the Mayor.

Thanks,
Sylvia

From: Mannah Sylvia

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

Sent: 26 February 2018 16:37
To: Findlay Lucy; Adams Simon
Subject: Our favourite time of the week

Hi Lucy and Simon,

I hope you both had lovely weekends. Just wanted to remind you that today is the start of our favourite document of the week ☺.

Best wishes,

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)
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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Cc: [Keane Kate](#)
Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Date: 06 March 2018 14:17:37
Attachments: [image001.png](#)

Steph,
I think the para below addresses the two points raised.
Thanks,
Sylvia

Old Oak Common Depot was brought into use on 1 March, as planned and despite inclement weather. The depot is needed to support all stages of the Elizabeth line and there are three (potentially challenging) stages still to go. The dates for these further stages are set out in the milestone table below. The key issues are:

- For Bombardier to continue to manage the Atkins depot signalling sub-contract very closely and;
 - For Bombardier to confirm safe and efficient methods of operating the depot prior to the scheduled delivery of Atkins' full depot signalling system in August 2018.
-

From: Doyne Stephanie
Sent: 06 March 2018 12:50
To: Mannah Sylvia
Cc: Keane Kate
Subject: FW: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Hi Sylvia,
Can you address the below points please.
See attached the note that was sent.
Kind regards
Stephanie

From: Erica Walker [<mailto:██████████@london.gov.uk>]
Sent: 06 March 2018 12:36
To: Doyne Stephanie
Cc: Steer Tim; Claire Hamilton; Brown Andy (Corporate Affairs); Keane Kate
Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Hi Stephanie,

Val has reviewed the update and has come back with a couple of comments.

The following phrase is missing some text, marked in red:

'Old Oak Common Depot was brought into on 1 March, as planned and despite related weather issues. The depot is needed to support all stages of the Elizabeth line and there are three (potentially challenging) stages still to go.'

Could the missing text please be added in?

Val also raised a point made by Howard when they met - that having one train in there wasn't the issue; but that all the signalling and stabling capacity being fully functioning is the objective, as the service can't be brought into use without this being 100% ready. She has asked for some more detail on this point to be added to the briefing. Could this additional info please be added in?

If you could let me know when we can expect a revised version back, that would be great.

Many thanks

Erica

Erica Walker

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

Principal Policy Officer - Transport
Greater London Authority
City Hall, The Queens Walk, London SE1 2AA
Tel: [REDACTED] Mob: [REDACTED]

From: Tim Steer
Sent: 05 March 2018 18:06
To: 'Doyne Stephanie' <[REDACTED]@tfl.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>
Cc: Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>; Keane Kate <[REDACTED]@tfl.gov.uk>
Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Thanks – with Val and Nick.
Tim

From: Doyne Stephanie [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 05 March 2018 17:55
To: Tim Steer <[REDACTED]@london.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>
Cc: Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>; Keane Kate <[REDACTED]@tfl.gov.uk>
Subject: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update

Hi both,

Please find attached the weekly joint TfL/Bombardier update on Crossrail.

I know we discussed this morning about providing the usual Thursday note today but as the team wasn't given much notice we are still working on this. I will get this to you first thing tomorrow morning – apologies.

Let me know if you have any questions.

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](#)
Cc: [Shaunadevlin](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Date: 06 March 2018 14:10:36

Sylvia,
Absolutely fine
Howard

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

Sent: 06 March 2018 14:03

To: Howard Smith

Cc: Shauna Devlin; Phil Clarke - TfL

Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update

Thanks Howard – makes sense to me, but I've made some very tiny amends – are you happy with them?

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

Sent: 06 March 2018 14:00

To: Mannah Sylvia

Cc: Shaunadevlin; Clarke Phil (ELLP)

Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update

Sylvia,

The further bringing into use dates are listed in the table attached to the report. If we want to bring the point out even more clearly in the text we could say:

Old Oak Common Depot was brought into on 1 March, as planned and despite inclement weather. The depot is needed to support all stages of the Elizabeth line and there are three (potentially challenging) stages still to go. The dates for these further stages are set out in the milestone table below. The key issues are:

- For Bombardier to continue to manage the Atkins depot signalling sub-contract very closely and;
- For Bombardier to confirm safe and efficient methods of operating the depot prior to the scheduled delivery of Atkins' full depot signalling system in August 2018.

Makes sense?

Howard

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

Sent: 06 March 2018 13:02

To: Howard Smith

Cc: Shauna Devlin

Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update

Thanks Howard.

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

Sent: 06 March 2018 13:01

To: Mannah Sylvia

Cc: Shaunadevlin

Subject: Re: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update

Yes, use. Will add dates for further stages in next hour, genuinely glad VS listens so carefully.

Howard

Sent from my iPad

On 6 Mar 2018, at 12:52, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

Howard,

Please see below. I assume the missing word is 'use' which I can add but can you please look at the additional request?

Thanks,

Sylvia

From: Doyne Stephanie

Sent: 06 March 2018 12:50

To: Mannah Sylvia

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

Cc: Keane Kate
Subject: FW: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
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Cc: Steer Tim; Claire Hamilton; Brown Andy (Corporate Affairs); Keane Kate

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Erica Walker

Principal Policy Officer - Transport

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

Tel: [REDACTED] Mob: [REDACTED]

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Sent: 05 March 2018 18:06

To: 'Doyne Stephanie' < [REDACTED]@tfl.gov.uk>; Claire Hamilton < [REDACTED]@london.gov.uk>

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

Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update

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Tim

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Sent: 05 March 2018 17:55

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

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

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Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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

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From: [Doyne Stephanie](#)
To: [Erica Walker](#)
Cc: [Steer Tim](#); [Claire Hamilton](#); [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Date: 06 March 2018 15:19:25
Attachments: [Elizabeth line and Bombardier weekly briefing 060318.docx](#)
[image001.png](#)

Hi Erica,
Please see attached updated note.
Let me know if you have any further comments.
Kind regards
Stephanie

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]
Sent: 06 March 2018 12:36
To: Doyne Stephanie
Cc: Steer Tim; Claire Hamilton; Brown Andy (Corporate Affairs); Keane Kate
Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Hi Stephanie,

Val has reviewed the update and has come back with a couple of comments.

The following phrase is missing some text, marked in red:

'Old Oak Common Depot was brought into on 1 March, as planned and despite related weather issues. The depot is needed to support all stages of the Elizabeth line and there are three (potentially challenging) stages still to go.'

Could the missing text please be added in?

Val also raised a point made by Howard when they met - that having one train in there wasn't the issue; but that all the signalling and stabling capacity being fully functioning is the objective, as the service can't be brought into use without this being 100% ready. She has asked for some more detail on this point to be added to the briefing. Could this additional info please be added in?

If you could let me know when we can expect a revised version back, that would be great.

Many thanks

Erica

[Erica Walker](#)

Principal Policy Officer - Transport

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

Tel: [REDACTED] Mob: [REDACTED]

From: Tim Steer
Sent: 05 March 2018 18:06
To: 'Doyne Stephanie' <[REDACTED]@tfl.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>
Cc: Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>; Keane Kate <[REDACTED]@tfl.gov.uk>
Subject: RE: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Thanks – with Val and Nick.
Tim

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 05 March 2018 17:55
To: Tim Steer <[REDACTED]@london.gov.uk>; Claire Hamilton <[REDACTED]@london.gov.uk>
Cc: Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>; Keane Kate <[REDACTED]@tfl.gov.uk>

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

Subject: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update

Hi both,

Please find attached the weekly joint TfL/Bombardier update on Crossrail.

I know we discussed this morning about providing the usual Thursday note today but as the team wasn't given much notice we are still working on this. I will get this to you first thing tomorrow morning – apologies.

Let me know if you have any questions.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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



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From: [Mannah Sylvia](#)
To: [Keane Kate](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 20 March 2018 12:48:39
Attachments: [image001.png](#)

Ok – thanks Kate – just a tiny thing – appendix B is missing because of the format change but I'll pick it up for the next one.

From: Keane Kate
Sent: 20 March 2018 12:46
To: Mannah Sylvia
Subject: FW: TfL Restricted - Weekly progress update on Crossrail
Hi Sylvia

See attached final note. Also, Val confirmed that she is happy with this format.

Thanks

Kate

From: Doyne Stephanie
Sent: 19 March 2018 17:34
To: Steer Tim; Claire Hamilton
Cc: Keane Kate; Brown Andy (Corporate Affairs)
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi both,

Please see attached the weekly progress update for the Mayor and the joint TfL/Bombardier note, which we have combined this week and will continue to do so moving forward.

I have attached as both a word version and PDF version for ease. Let me know if you have any questions.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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



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From: [Erica Walker](#)
To: [Steer Tim](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Claire Hamilton](#)
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 20 March 2018 10:25:42
Attachments: [image001.png](#)

Hi Stephanie,
To confirm, Val is happy with the new combined format.
Erica

From: Tim Steer
Sent: 19 March 2018 17:51
To: Doyne Stephanie ; Claire Hamilton
Cc: Keane Kate ; Andrew J. Brown ; Erica Walker
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Thanks very much
Tim

From: Doyne Stephanie [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 19 March 2018 17:48
To: Tim Steer <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>
Cc: Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)>; Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto: [REDACTED]@tube.tfl.gov.uk)>; Erica Walker <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Thanks. Will make sure I copy in Erica moving forward.
Kind regards
Stephanie

From: Tim Steer [[mailto: \[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)]
Sent: 19 March 2018 17:38
To: Doyne Stephanie; Claire Hamilton
Cc: Keane Kate; Brown Andy (Corporate Affairs); Erica Walker
Subject: RE: TfL Restricted - Weekly progress update on Crossrail
Hi Stephanie
Thanks for this. I think that makes sense hopefully it will to others this side too. We'll get it around.
Would you mind copying Erica (cc'd) into these emails going forward as she'll liaise with Val and Nick at this end.
Thanks very much
Tim

From: Doyne Stephanie [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 19 March 2018 17:34
To: Tim Steer <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)>
Cc: Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)>; Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto: [REDACTED]@tube.tfl.gov.uk)>
Subject: TfL Restricted - Weekly progress update on Crossrail
Hi both,
Please see attached the weekly progress update for the Mayor and the joint TfL/Bombardier note, which we have combined this week and will continue to do so moving forward.
I have attached as both a word version and PDF version for ease. Let me know if you have any questions.
Kind Regards

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

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: RE: TfL Restricted - Weekly progress update on Crossrail
Date: 27 March 2018 14:53:19
Attachments: [Weekly Mayor Update 260318 - Final.docx](#)
[image001.png](#)

Hi all,

Please see attached.

Apologies for the delay – I know we need to get these to you guys on time but the process is still a work in progress. Please note that there will be no weekly note next week due to the Bank Holiday.

Kind regards

Stephanie

From: Doyne Stephanie
Sent: 26 March 2018 18:20
To: Steer Tim; Claire Hamilton; Erica Walker
Cc: Keane Kate; Brown Andy (Corporate Affairs)
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: [Lucy Findlay](#)
To: [Mannah Sylvia](#)
Cc: [Adams Simon](#)
Subject: RE: Weekly Mayor Update 010318 SD
Date: 01 March 2018 16:58:15
Attachments: [image001.emz](#)
[image002.png](#)
[image008.emz](#)
[image009.png](#)
[stations progress slide.pptx](#)

I've taken the background off – hopefully that's better?

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 March 2018 16:28

To: Lucy Findlay

Cc: Adams Simon

Subject: RE: Weekly Mayor Update 010318 SD

Lucy,

Thanks again for your help. Mike has reviewed and has asked if you have a better quality version of the stations table as he doesn't like the current one – sorry. He's happy with the rest of the briefing though – copied below for ease.

Thanks,

Sylvia

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line

Date: 1 March 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 As planned, in the early hours of 26 February the first of the new Class 345 trains commenced its maiden journey into the new tunnels marking the start of dynamic testing. It travelled under 25kV traction between Abbey Wood and Connaught Tunnel and has now travelled at 25mph. The detailed testing programme will continue this week and will be extended to Stepney Green.

2.2 Dynamic testing is initially being undertaken during engineering hours at night to demonstrate that the train and infrastructure do not impact the adjacent railway assets of Network Rail, London Underground and Docklands Light Railway.

2.3 Once this is proven, dynamic testing during the day will commence. The train is currently being operated manually by the driver but within a few weeks, and in line with the dynamic testing plan, it will come under signalling control from the line's Route Control Centre at Romford.

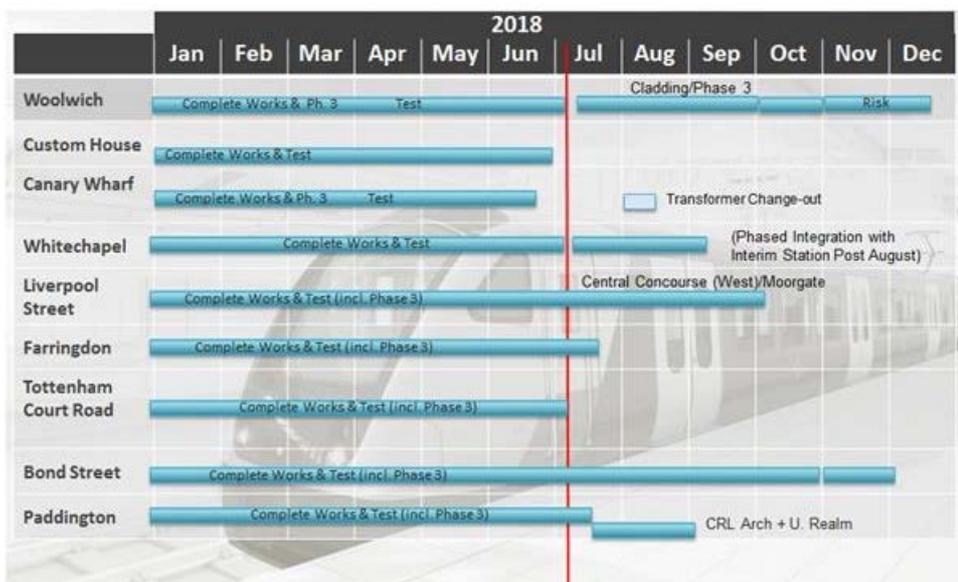
2.4 This is a major milestone for the project and has been a huge combined effort by the systems, infrastructure and rolling stock teams, along with MTR Crossrail who are providing the train drivers.

3 Costs

- 3.1 The cost position is formally calculated and communicated on a periodic (4-weekly) cycle and so is unchanged this week.
- 3.2 Discussions took place between CRL and Sponsors (DfT and TfL) at the Crossrail Sponsor Board on 22 February, regarding the likelihood of additional funding being required to complete the project. CRL's current forecast (3 February) continues to show £48m headroom to the limit of the £600m contingency, funded by TfL. Scenario analysis presented by CRL indicates that the likelihood of their cost forecast breaching that limit by the time of the next formal report (the Semi Annual Construction Report in May) is high.
- 3.3 A deep dive into Crossrail / Elizabeth line readiness with TfL Board members has been scheduled for 14 March where the implications of a potential breach will be reviewed.

4 Programme and Schedule

- 4.1 Key commitments and dates in Crossrail's Master Operational Handover Schedule (MOHS) 2018 are provided in the annex.
- 4.2 Over the last week the Final Design Overview (FDO) was completed for Tottenham Court Road. All other stations, portals, shafts and systemwide elements FDOs will be achieved later in March.
- 4.3 Achieving FDOs is an important step in preparing for handover of elements to the Infrastructure Maintainers during summer 2018. In addition, supervisory control and data acquisition (SCADA) connectivity was achieved between Westbourne Park and the Route Control Centre at Romford enabling control of systems from Romford.
- 4.4 The MOHS 2018 sets out the dates to complete the central section stations including key milestones for: Phase 3 integration testing; all fit-out, mechanical and electrical, lifts and escalators and testing & commissioning; handover to the infrastructure managers; and completion of the whole works.
- 4.5 The completion status around the timescales for handover, trial running, trial operations and Stage 3 commencement dates are set out in the diagram below (the red line is the nominal handover date of 5 July 2018. The dropdown line for Paddington from July to September represents the works to deliver the arch and urban realm which will not prevent us from opening the station).
- 4.6 Detailed handover execution plans for each of the stations are now being finalised in discussion with the infrastructure maintainers. A more detailed briefing on the status of the individual stations will be provided next week.



- 4.7 This week Bombardier is testing the newly released 7.1 Train Control Management Software at Melton as well as continuing tests of braking and stopping accuracy on the Class 345 trains. At Derby testing of the Driver Machine Interface DMI continued.
- 4.8 The first 9-Car train started testing on the Great Western Main Line between Paddington and Maidenhead (tweeted by TfL on Monday 19 February) and a second train began testing on 26

February. This is in line with the plan for introduction of trains on the Great Western route from May 2018.

- 4.9 A 9-Car train was tested in the Heathrow tunnel using European Train Control System (ETCS) signalling overnight on 23 February. The results were better than previous tests in January. There are many more stages to go through before any passenger service.
- 4.10 Train testing and approvals were completed in time for the start of testing in the Crossrail tunnels, which commenced on 25 February. The first trains are driven by staff and not in automatic operation.
- 4.11 Further approvals are being prepared by Bombardier for the start of testing of automatic operation in the tunnel from 25 March. It is vital the train is available to support this next stage of testing.
- 4.12 Bombardier's mobilisation continues for bringing Old Oak Common Depot into use, in stages, from 1 March. The depot is needed to support all stages of the Elizabeth line.

5 Industrial relations

- 5.1 Discussions between Unite the Union and Balfour Beatty have continued regarding second tier payments and completion bonuses, with regard to a dispute involving Balfour Beatty electricians working at Woolwich.
- 5.2 Unite has called four further strikes (7, 14, 21, 28 March) in order to maintain their mandate from the original strike ballot. Discussions will continue between Unite and Balfour Beatty.

6 Appendix

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

•

Appendix A: Key milestones from MOHS 2018 and BT schedule

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

BT 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 | 5 March |
| Approval for European Train Control System driver training on Great Western | 24 Aug | TBC |
| Approvals for European Train Control System Passenger Service | 28 Sept | TBC |

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| | | |
|--|--------|----------|
| Stage 3 | | |
| Completion of Transition testing at Melton ready for Central Operating Section Dynamic Testing | 29 Jan | Complete |
| Approval of CBTC for Central Operating Section Trial Operations | 22 Jun | 22 Jun |
| Availability of 22 trains for Trial Running in 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 | 1 Mar |
| Section B1 Brought into Use | 11 Apr | 11 Apr |
| Section C Brought into Use | 30 May | 30 May |

Appendix B: Table of key risks and issues

| | | |
|---|--|---|
| Stage 2 | | |
| Issues arising from integration of on-board European Train Control System (ETCS) with infrastructure and associated delays to Regulatory Approvals | Initial ETCS integration testing started 12 Jan 2018 | Revised BT programme was presented on 9 Jan 18. Weekly high- level dialogue with BT and dedicated CRL Stage 2 integration lead in place. Alternative (Class 360s) units secured - contract signed - to cover any delay. |
| Stage 3 | | |
| Timely provision of design assurance information, asset data, key operations/ maintenance information. | Systemwide Handover 5 Aug 2018 | Design assurance slowed in the period so will receive further focus at close out meetings delivery of asset information including O&M requirements remains cause for concern. Escalation with Tier 1 contractors. |
| 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. | Train tested & delivered to central section 29 Jan 2018 | CBTC Testing started at Old Dalby. Revised plans developed to continue testing to build contingency to start of testing in central section in February 2018. |
| Risk of delays to commissioning of NR interfaces impacting trial running. | Blockades Z1&2 3-24 Mar 2018
Z3&4 6-20 May 2018 | Recovery plans under development for installation of contract C620 equipment on NR lines to Stratford |
| 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. Prepare station handover plans |
| Risk of LU readiness being impacted by ongoing construction at stations, spares availability and completion of staff training. | Trial Ops 09 Sept 2018 | LU Readiness Board overseeing this activity. |
| Preferred delivery option and programme for wifi and 4G for passengers from stage opening and maintenance teams from handover. | Wi-Fi available to maintainers 5 Aug 2018
Wi-Fi for passengers 9 Dec 2018 | Confirm programme and way forward. Scope and confirm funding. |

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 01 March 2018 13:26
To: Mannah Sylvia
Cc: Adams Simon
Subject: Re: Weekly Mayor Update 010318 SD
It's the nominal handover date of 5 July 2018

Lucy Findlay
[REDACTED]

On 1 Mar 2018, at 13:21, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

Thanks Lucy – also the graph, what is the red line for please?
Simon – Lucy has picked up the points so don't worry.

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 01 March 2018 13:20
To: Mannah Sylvia
Cc: Adams Simon
Subject: Re: Weekly Mayor Update 010318 SD
Sure

Lucy Findlay
[REDACTED]

On 1 Mar 2018, at 13:18, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

That's fine Lucy – thanks. For the FDOs – can I saw later in March?

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 01 March 2018 13:04
To: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Update 010318 SD
For the FDOs – you could put in the next few weeks if needed – I am not going to commit to a precise date
Re the diagram – not sure what to do – this is what we have used to explain completion timelines for the stations and what will stick out after nominal handover date of 5 July. Sorry but I don't have time to produce another diagram today.

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 March 2018 12:48
To: Adams Simon
Cc: Lucy Findlay
Subject: RE: Weekly Mayor Update 010318 SD

They're not and I've tried to push back.

From: Adams Simon

Sent: 01 March 2018 12:47

To: Mannah Sylvia

Cc: Findlay Lucy

Subject: Re: Weekly Mayor Update 010318 SD

Lucy to respond, however, she is in the CRL Board meeting until 17:00. The comments don't look material.

Simon

Sent from my iPad

On 1 Mar 2018, at 12:21, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

Lucy and Simon,

As usual, thank you very much for the note. Andy's team have reviewed and

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included two comments. can you please review and get back to me on them?

Best wishes,

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: [Zavitz Richard](#); [Mannah Sylvia](#); [Adams Simon](#)
Cc: [Wallace Andrew \(London Rail\)](#); [external howard Smith](#)
Subject: RE: Weekly Mayor Update 010318.docx
Date: 05 March 2018 18:09:17

Thanks Richard

But 2.1 was in last time and Mike took out the wording I'd put in about MOHS being challenging, limited float, etc.

2.2 first bit was in last week, driver training Stage 2 started today

I think a decision needs to be taken whether stuff from previous reports is repeated or banked and moved on?

5.2 5.3 5.5 and 5.6 should be deleted as they were in last weeks

6.1 it wasn't CRL's decision to implement the contingency (I have told PRep this many times as I think this is the wording from their report). It doesn't mention what Phase 2 is – ie full delivery of 4tph

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: 05 March 2018 17:52

To: Mannah Sylvia; Adams Simon

Cc: Wallace Andrew (London Rail); Lucy Findlay

Subject: RE: Weekly Mayor Update 010318.docx

Hi Sylvia,

Find attached some comments and additional text for the briefing that would have been included from the JST if we were still doing period updates. I appreciate that I may have missed this week's deadline, but we can include for next week as appropriate.

Simon – any further comments?

Thank you

Richard

From: Mannah Sylvia

Sent: 05 March 2018 16:26

To: Adams Simon; Zavitz Richard

Cc: Wallace Andrew (London Rail); Findlay Lucy

Subject: RE: Weekly Mayor Update 010318.docx

Importance: High

Attached is the updated briefing incorporating Howard's BT update this week. Simon, can you please have a look at the finance section Lucy mentioned earlier.

Thanks,

Sylvia

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

Sent: 05 March 2018 14:00

To: Mannah Sylvia

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

Subject: RE: Weekly Mayor Update 010318.docx

Here you go Sylvia – very brief – I haven't put anything new in the programme and schedule section!

Lucy

Lucy Findlay | Chief of Staff

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

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

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

Sent: 05 March 2018 09:29

To: Lucy Findlay

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

Subject: RE: Weekly Mayor Update 010318.docx

Lucy,

I've just received it so please find it attached.

Thanks,

Sylvia

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

Sent: 05 March 2018 09:25

To: Mannah Sylvia

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

Subject: Re: Weekly Mayor Update 010318.docx

Can we please see the final one that mike submitted last week.

Lucy

Lucy Findlay
[REDACTED]

On 5 Mar 2018, at 09:09, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Will do – I do have some bad news in that City Hall have asked us to now submit the Thursday briefings on the same day as the Monday BT – starting today!
I suspect there won't be a lot of change to the briefing we submitted last Thursday but can you please review the version I sent to see if there is anything you can update?
Lucy – could I please have your usual Monday update by mid-afternoon – sorry!
Best wishes,
Sylvia

From: Adams Simon
Sent: 05 March 2018 08:58
To: Mannah Sylvia
Cc: Zavitz Richard; Wallace Andrew (London Rail); Findlay Lucy
Subject: Re: Weekly Mayor Update 010318.docx
Sylvia,
From now on could you copy in Richard Zavitz from my team.
Thanks,
Simon

Sent from my iPad

On 2 Mar 2018, at 16:51, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Brilliant!

Sent from my iPhone

On 2 Mar 2018, at 16:51, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Ta,

Just about to start the weekly BT for Monday!

Howard

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

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 02 March 2018 16:50
To: Lucy Findlay; Adams Simon; Howard Smith; Hughes David (Director)
Subject: Weekly Mayor Update 010318.docx

All,

Below is the final version of the document that I sent Mike's team last night. I've asked them for a final copy of what went to City Hall and will share it as soon as I have it.

Thanks again and have a great weekend.

Sylvia

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Adams Simon](#)
Cc: [Wallace Andrew \(London Rail\)](#); [Findlay Lucy](#)
Subject: RE: Weekly Mayor Update 010318.docx
Date: 05 March 2018 17:51:38
Attachments: [Weekly Mayor Update 050318 \[JST updated\].docx](#)

Hi Sylvia,

Find attached some comments and additional text for the briefing that would have been included from the JST if we were still doing period updates. I appreciate that I may have missed this week's deadline, but we can include for next week as appropriate.

Simon – any further comments?

Thank you

Richard

From: Mannah Sylvia
Sent: 05 March 2018 16:26
To: Adams Simon; Zavitz Richard
Cc: Wallace Andrew (London Rail); Findlay Lucy
Subject: RE: Weekly Mayor Update 010318.docx
Importance: High

Attached is the updated briefing incorporating Howard's BT update this week. Simon, can you please have a look at the finance section Lucy mentioned earlier.

Thanks,
Sylvia

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

Sent: 05 March 2018 14:00

To: Mannah Sylvia

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

Subject: RE: Weekly Mayor Update 010318.docx

Here you go Sylvia – very brief – I haven't put anything new in the programme and schedule section!
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: 05 March 2018 09:29

To: Lucy Findlay

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

Subject: RE: Weekly Mayor Update 010318.docx

Lucy,

I've just received it so please find it attached.

Thanks,
Sylvia

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

Sent: 05 March 2018 09:25

To: Mannah Sylvia

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

Subject: Re: Weekly Mayor Update 010318.docx

Can we please see the final one that mike submitted last week.

Lucy

Lucy Findlay
[REDACTED]

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Lucy – could I please have your usual Monday update by mid-afternoon – sorry!

Best wishes,

Sylvia

From: Adams Simon

Sent: 05 March 2018 08:58

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

To: Mannah Sylvia
Cc: Zavitz Richard; Wallace Andrew (London Rail); Findlay Lucy
Subject: Re: Weekly Mayor Update 010318.docx
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To: [Adams Simon](#); [Zavitz Richard](#)
Cc: [Wallace Andrew \(London Rail\)](#); [Findlay Lucy](#)
Subject: RE: Weekly Mayor Update 010318.docx
Date: 05 March 2018 16:25:36
Attachments: [Weekly Mayor Update 050318.docx](#)
Importance: High

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Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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Sent: 05 March 2018 09:29

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

Subject: Re: Weekly Mayor Update 010318.docx

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To: [Mannah Sylvia](#)
Cc: [Adams Simon](#); [Zavitz Richard](#); [Wallace Andrew \(London Rail\)](#)
Subject: RE: Weekly Mayor Update 010318.docx
Date: 05 March 2018 14:00:28
Attachments: [Weekly Mayor Update 050318.docx](#)

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From: [Lucy Findlay](#)
To: [Adams Simon](#)
Cc: [Zavitz Richard](#); [Wallace Andrew \(London Rail\)](#); [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 010318.docx
Date: 05 March 2018 12:32:46

Simon

Do you want to put the P11 financials in today's weekly report since the CRL Board has now reviewed the report?
Would be a one liner saying not much changed.....

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](#)
To: [Findlay Lucy](#)
Cc: [Adams Simon](#); [Zavitz Richard](#); [Wallace Andrew \(London Rail\)](#)
Subject: RE: Weekly Mayor Update 010318.docx
Date: 05 March 2018 09:29:19
Attachments: [Weekly Mayor Update 010318.docx](#)

Lucy,
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Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 05 March 2018 09:25
To: Mannah Sylvia
Cc: Adams Simon; Zavitz Richard; Wallace Andrew (London Rail)
Subject: Re: Weekly Mayor Update 010318.docx
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From: [Mannah Sylvia](#)
To: [Zavitz Richard](#); [Adams Simon](#)
Cc: [Wallace Andrew \(London Rail\)](#); [Findlay Lucy](#); [Price Amanda](#); [Bellars Lauren](#)
Subject: RE: Weekly Mayor Update 010318.docx
Date: 06 March 2018 15:01:25

Richard and Simon,

Just to let you know, the Board briefing has now been moved to 20th March after the TfL Board meeting (Board meeting finishes at 13:00). This is because not all the Board members were confirmed for the 14th (we were made aware earlier this afternoon).

Thanks,
Sylvia

From: Zavitz Richard
Sent: 05 March 2018 17:52
To: Mannah Sylvia; Adams Simon
Cc: Wallace Andrew (London Rail); Findlay Lucy
Subject: RE: Weekly Mayor Update 010318.docx

Hi Sylvia,

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Simon – any further comments?

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MOVING LONDON FORWARD

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 010318
Date: 01 March 2018 12:15:06
Attachments: [Weekly Mayor Update 010318 SD.docx](#)

Kind regards
Stephanie

From: Mannah Sylvia
Sent: 01 March 2018 11:23
To: Doyne Stephanie
Subject: Weekly Mayor Update 010318
Steph – please review this version. Slightly longer than the previous one because we've included the tables but let me know what you think asap.

[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

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

From: [Zavitz Richard](#)
To: [Mannah Sylvia](#)
Cc: [Adams Simon](#)
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Date: 08 March 2018 11:09:49

Hi Sylvia,

Simon has suggested the following:

[

Scenario analysis presented by CRL indicates that the likelihood of their cost forecast breaching that limit by the time of the next formal report (the Semi Annual Construction Report in 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.

]

Let me know if you need any further input.

Thanks

Richard

From: Mannah Sylvia
Sent: 08 March 2018 10:16
To: Zavitz Richard
Subject: RE: Weekly Mayor Update 050318 SD comments clean
[Richard, have you heard back from Simon on this please?](#)

From: Zavitz Richard
Sent: 07 March 2018 17:04
To: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Update 050318 SD comments clean

Hi Sylvia,

There were some details provided at the Sponsor Board that we could consider including.

Simon – can you confirm that you're happy for these to be included?

Proposed paragraph:

Scenario analysis presented by CRL indicates that the likelihood of their cost forecast breaching that limit by the time of the next formal report (the Semi Annual Construction Report in May) is high **as they incorporate the implications of the revised MOHS, particularly in terms of schedule prolongation, contractors' resource requirements and any required contract changes.**

Richard

From: Mannah Sylvia
Sent: 07 March 2018 16:26
To: Zavitz Richard
Cc: Adams Simon
Subject: Re: Weekly Mayor Update 050318 SD comments clean

Richard,

Please see below from Andy - he spoke to Mike directly last night about the briefing. I assume it's because of general funding pressures but can you help?

Thanks,

Sylvia

Para 3.3 - Why is the cost forecast likely to go up in May? Would be better as something like 'X, Y, and Z mean that by the time of the next formal cost forecast, in May, CRL believe it is highly likely they will report a breach of the £600m contingency limit.'

Sent from my iPhone

On 7 Mar 2018, at 14:05, Zavitz Richard <Richard.Zavitz@tfl.gov.uk> wrote:

Hi Sylvia,

I just had a sit down with Simon and he suggested the following of the cost section of the weekly report.

[

I.1 This week CRL reported its cost forecast at the end of Period 11 which remains unchanged since Period 10 at £12,464m.

I.2 Discussions took place between CRL and Sponsors (DfT and TfL) at the Crossrail Sponsor Board on 22 February, regarding the likelihood of additional funding being required to complete the project. CRL's current forecast (3 February) continues to show £48m headroom to the limit of the £600m contingency, funded by TfL. Scenario analysis presented by CRL indicates that the likelihood of their cost forecast breaching that limit by the time of the next formal report (the Semi Annual Construction Report in May) is high.

I.3A deep dive into Crossrail / Elizabeth line readiness with TfL Board members has been scheduled for 20 March where the implications of a potential breach will be reviewed.

]

Thanks

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

Richard

From: Mannah Sylvia
Sent: 07 March 2018 13:54
To: Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Thanks Simon, I think this is what we included in last week's so as it remains accurate, I'll include it.
For the deep dive though, we may want to prepare ourselves to be pressed on this.

From: Adams Simon
Sent: 07 March 2018 13:52
To: Zavitz Richard
Cc: Mannah Sylvia
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Richard,

This is the text I agreed with David H.

S

Discussions took place between CRL and Sponsors (DfT and TfL) at the Crossrail Sponsor Board on 22 February, regarding the likelihood of additional funding being required to complete the project. CRL's current forecast (at the end of Period 11) continues to show £48m headroom to the limit of the £600m contingency, funded by TfL. Scenario analysis presented by CRL indicates that the likelihood of their cost forecast breaching that limit by the time next formal report (the Semi Annual Construction Report in May) is high.

From: Zavitz Richard
Sent: 07 March 2018 13:46
To: Mannah Sylvia
Cc: Adams Simon
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Hi Sylvia,
Find below some revised wording:

1.5 CRL's P80 (or 'most likely') forecast for central section delivery remained unchanged at Period 11 (7 January to 3 February) at £12,507m - which would result in a drawdown of £595m of the £600m TfL contingency. However, CRL's outturn cost forecast for the central position is expected to increase further once updated to reflect the revised Master Operating Handover Schedule (MOHS).

As for what we think it will cost – different cost scenarios will be covered in the deep-dive. It may be appropriate for next week to include a mention of these scenarios once we've agreed on the materials to be included in the Board briefing.

Richard

From: Mannah Sylvia
Sent: 07 March 2018 12:52
To: Zavitz Richard
Cc: Adams Simon
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Hi Richard,
Below is Mike's comment.
Thanks,
Sylvia

1.5 The Period 11 Anticipated Final CRL Direct Cost (AFCDC) decreased by £0.1m to £12,464m at P50, £43m below the P80 AFCDC and £48m below Intervention Point 2. There was a £9.2m drawdown from risk during the Period to cover costs increases for additional resources to complete earthing and bonding testing, systemwide systems testing, commissioning, installation and customer information systems enhancements. [\[S1\]](#)

From: Zavitz Richard
Sent: 07 March 2018 12:20
To: Mannah Sylvia
Cc: Adams Simon
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Hi Sylvia,

Could you send me the comments from Mike? I can then have a look at the cost section.

Thank you

Richard

From: Mannah Sylvia
Sent: 07 March 2018 12:17
To: Findlay Lucy
Cc: external howard Smith; Adams Simon; Zavitz Richard; Shaunadevlin
Subject: Re: Weekly Mayor Update 050318 SD comments clean
Thanks Lucy, I really appreciate the quick turnaround.

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Sent from my iPhone

On 7 Mar 2018, at 12:12, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Hi Sylvia –

On 2.1 I suggest you put overhead wires rather than just wires

Cost – probably for Simon A

25 march date – Howard could you provide some words?

On IR – given 7 march is today and there has been some strike activity I'd propose words below. (we are about to send a briefing to dep mayor and jack stenner to keep them updated

5.1 Discussions between Unite the Union and Balfour Beatty are continuing regarding completion bonuses, with regard to a dispute involving Balfour Beatty electricians working at Woolwich.

5.2 Unite called four further strikes (7, 14, 21, 28 March) in order to maintain their mandate from the original strike ballot. Agreement has not yet been reached between the union and Balfour Beatty.

5.3 There was a small picket line of electricians (circa 15 individuals) at Woolwich early this morning (7 March). Impact on productivity is believed to be small. A separate, peaceful demonstration (circa 30 people) also took place later in the morning at Balfour Beatty HQ in Canary Wharf which then moved to Crossrail Ltd's office in Canary Wharf where they held a similarly peaceful protest and were met by a Crossrail director. There was no impact at other Crossrail sites.

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: 07 March 2018 11:48

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

Cc: Shauna Devlin

Subject: Weekly Mayor Update 050318 SD comments clean

All,

Sorry but the briefing didn't go to City Hall on Monday as Mike only reviewed it last night. He wants us to simplify the language and I've included his comments.

Can you please review and get back to me – sorry again!

SM

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Mike wants this simplified and to include what we think it will cost which I think we won't know until May?

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Adams Simon](#); [Zavitz Richard](#)
Cc: [Shaunadevlin](#)
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Date: 07 March 2018 14:33:53
Attachments: [Weekly Mayor Update 070318.docx](#)

Hi all,

Thanks for the quick turnaround – attached is the briefing with some tweaks. Can you please review and let me know if you have any final comments and I'll send it back to Mike's office.

Thanks,
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 07 March 2018 12:12
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Cc: Shaunadevlin
Subject: RE: Weekly Mayor Update 050318 SD comments clean

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Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 07 March 2018 11:48
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Cc: Shauna Devlin
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From: [Adams Simon](#)
To: [Zavitz Richard](#); [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Date: 07 March 2018 13:49:23

Both,

I would not say that. I'll pop round to see Richard now.

S

From: Zavitz Richard
Sent: 07 March 2018 13:46
To: Mannah Sylvia
Cc: Adams Simon
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Hi Sylvia,
Find below some revised wording:

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Subject: Re: Weekly Mayor Update 050318 SD comments clean
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Sent from my iPhone

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Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 07 March 2018 11:48

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

Cc: Shauna Devlin

Subject: Weekly Mayor Update 050318 SD comments clean

All,

Sorry but the briefing didn't go to City Hall on Monday as Mike only reviewed it last night. He wants us to simplify the language and I've included his comments. Can you please review and get back to me – sorry again!

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Shaunadevlin](#)
Subject: RE: Weekly Mayor Update 050318 SD comments clean
Date: 08 March 2018 14:51:17
Attachments: [Weekly Mayor Update 080318.docx](#)

All,
Thank you very much again for all your help with this. The final version which is attached has just been sent over to City Hall, but we need to be ready for the next one which is due on Monday.
Best wishes,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 07 March 2018 14:51
To: Mannah Sylvia
Cc: Findlay Lucy; Adams Simon; Zavitz Richard; Shaunadevlin
Subject: Re: Weekly Mayor Update 050318 SD comments clean
Sylvia,

Thanks, no comments from me.
Howard

Sent from my iPad

On 7 Mar 2018, at 14:34, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

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Lucy Findlay | Chief of Staff

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 070318
Date: 08 March 2018 14:29:01
Attachments: [Weekly Mayor Update 080318.docx](#)

Howard's happy with it so it's now included in the attached.

Thanks,
Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 08 March 2018 13:19
To: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 070318

Can't we just say that then: change 2.4 to read:

1.1 Significant focus is on the assurance and approvals needed to commence testing under signalling control on 25 March. Bombardier are reporting this is on track, but we monitoring it very closely to confirm if this is the case.

?

Andy

From: Mannah Sylvia
Sent: 08 March 2018 13:17
To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 070318

I'll give him another call but what he was saying is that BT may say they are on track but that may not be the actual truth which is why they are monitoring the progress.

From: Brown Andy (Corporate Affairs)
Sent: 08 March 2018 13:15
To: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 070318

Thanks Sylvia

Steph's out this morning so bringing Kate in as well

Para 3.3 is much better - thank you

On para 2.4 - I don't understand how we cannot give a view on how things are progressing towards the 25 March milestone. It's not a 'yes/no' question like Howard's comment to you suggests. Is Howard really saying we have literally no idea whether we think they'll hit that date?

Andy

From: Mannah Sylvia
Sent: 08 March 2018 13:08
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: RE: Weekly Mayor Update 070318

Hi Andy and Steph,

Attached is the revised briefing with the exception to 2.4 which I mentioned yesterday.

Thanks,
Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 07 March 2018 15:55
To: Mannah Sylvia; Doyne Stephanie

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

Subject: Weekly Mayor Update 070318

Steph (and Sylvia),

Two comments in the attached, please - these are things Mike was very clear need to be perfect in the note.

Sylvia - I know you are just the messenger here, but Mike was quite firm with me yesterday that the quality of these briefings needs to be higher by the time they come to us. I can speak to Howard and Lucy directly if needed?

Andy

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 070318
Date: 08 March 2018 13:19:47

[Will check with Howard and let you know asap.](#)

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To: Mannah Sylvia; Doyne Stephanie; Keane Kate
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[REDACTED] | [REDACTED]

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[REDACTED] | [REDACTED]

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Subject: RE: Weekly Mayor Update 070318
Date: 08 March 2018 13:15:07
Attachments: [Weekly Mayor Update 080318.docx](#)

Thanks Sylvia

Steph's out this morning so bringing Kate in as well

Para 3.3 is much better - thank you

On para 2.4 - I don't understand how we cannot give a view on how things are progressing towards the 25 March milestone. It's not a 'yes/no' question like Howard's comment to you suggests. Is Howard really saying we have literally no idea whether we think they'll hit that date?

Andy

[REDACTED]

From: Mannah Sylvia
Sent: 08 March 2018 13:08
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: RE: Weekly Mayor Update 070318

Hi Andy and Steph,

Attached is the revised briefing with the exception to 2.4 which I mentioned yesterday.

Thanks,

Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 07 March 2018 15:55
To: Mannah Sylvia; Doyne Stephanie
Subject: Weekly Mayor Update 070318

Steph (and Sylvia),

Two comments in the attached, please - these are things Mike was very clear need to be perfect in the note.

Sylvia - I know you are just the messenger here, but Mike was quite firm with me yesterday that the quality of these briefings needs to be higher by the time they come to us. I can speak to Howard and Lucy directly if needed?

Andy

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

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 070318
Date: 08 March 2018 13:08:27
Attachments: [Weekly Mayor Update 080318.docx](#)

Hi Andy and Steph,
Attached is the revised briefing with the exception to 2.4 which I mentioned yesterday.
Thanks,
Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 07 March 2018 15:55
To: Mannah Sylvia; Doyne Stephanie
Subject: Weekly Mayor Update 070318
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Two comments in the attached, please - these are things Mike was very clear need to be perfect in the note.

Sylvia - I know you are just the messenger here, but Mike was quite firm with me yesterday that the quality of these briefings needs to be higher by the time they come to us. I can speak to Howard and Lucy directly if needed?

Andy

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: Re: Weekly Mayor Update 070318
Date: 07 March 2018 16:24:16

Thanks

For 2.4 - I spoke to Howard and he said they are not in a definitive position to say yes or no to that answer because putting one or the other wouldn't be the truth at the moment.

I believe the expectation is because of continued pressure across the project but I will check.

Sent from my iPhone

On 7 Mar 2018, at 16:17, Brown Andy (Corporate Affairs)

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

Para 2.4 - how are we actually doing on progress towards testing under signalling control on 25 March

Para 3.3 - Why is the cost forecast likely to go up in May? Would be better as something like 'X, Y, and Z mean that by the time of the next formal cost forecast, in May, CRL believe it is highly likely they will report a breach of the £600m contingency limit."

From: Mannah Sylvia
Sent: 07 March 2018 16:12
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie
Subject: Re: Weekly Mayor Update 070318

Andy sorry I'm not in the office so I can't see the comments, could you copy and paste them for me please.

It's ok - I've spoken to Howard and will pick this up in the briefings going forward.

Sent from my iPhone

On 7 Mar 2018, at 15:54, Brown Andy (Corporate Affairs)

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

Steph (and Sylvia),

Two comments in the attached, please - these are things Mike was very clear need to be perfect in the note.

Sylvia - I know you are just the messenger here, but Mike was quite firm with me yesterday that the quality of these briefings needs to be higher by the time they come to us. I can speak to Howard and Lucy directly if needed?

Andy

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 120318
Date: 13 March 2018 13:54:37
Attachments: [Weekly Mayor Update 120318 SD comments v1.1.docx](#)

Hi Sylvia,

Please see attached.

You will remember that last week Mike asked for a glossary to be included in every note we send. This still hasn't been included. Can we include this and ensure we include it in every note going forward.

Also Howard asked that we combine the two notes (which was agreed by City Hall) but we are still receiving two notes?

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 12 March 2018 18:02
To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate
Subject: Weekly Mayor Update 120318

Hello all,

Attached is the briefing note for the Mayor. Sorry for the delay – I'm awaiting some minor tweaks but this is fine for you to review.

Thanks,

Sylvia

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: Weekly Mayor Update 260318 - Final
Date: 27 March 2018 15:57:22
Attachments: [Weekly Mayor Update 260318 - Final.docx](#)

Please see attached the final note.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 26 March 2018 17:26
To: Brown Andy (Corporate Affairs)
Cc: Doyne Stephanie
Subject: Weekly Mayor Update 260318 - Final

Andy,

Attached is a revised version of the briefing which should hopefully cover the points you raised.

Thanks,

Sylvia

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

From: [Zavitz Richard](#)
To: [Mannah Sylvia](#)
Subject: Re: Weekly Mayoral briefing
Date: 26 March 2018 22:31:04

Hi Sylvia,

Find below a description of some of the improvements considered:

[

There are range of improvements that are being considered and in the process of being implemented. These improvement are focussed on the commodities that were potentially delaying the commencement of Trial Running, they were permanent walkway installation, lighting and signage.

Improvement being considered include but not limited to the following:

1. Extended hrs at the work face,(reduce set-up and demobilisation time),
2. Leaving the plant and equipment in the tunnels, (Additional time at the work face),
3. Application six sigma methods to improve production rates,
4. Additional deployment of alternate installation vehicles rather than rely on trains.(Increase the number of work-fronts),

]

Trust this can be woven into the weekly statement as needed.

Richard

On 26 Mar 2018, at 17:18, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

We're in a pinch so I'll use your helpful revised wording, but do send through whatever you get as well please ☺

Thank you as ever!

SM

From: Zavitz Richard
Sent: 26 March 2018 17:17
To: Mannah Sylvia
Subject: RE: Weekly Mayoral briefing
Hi Sylvia,

I have not been able to get any specifics on what activities were carried out by ATC last week. We have an email in to our CRL contacts and will forward their response once available.

If in a pinch, we could tweak the sentence slightly to focus on productivity improvements (suggestion below):

Productivity has improved this week in the Alstom TSO Costain (ATC) joint venture systemwide works, however further improvements are required to meet milestones within Crossrail's Master Operational Handover Schedule that delivers the Elizabeth line on 9 December 2018.

Richard

From: Mannah Sylvia
Sent: 26 March 2018 16:41
To: Zavitz Richard
Subject: RE: Weekly Mayoral briefing
Ok - thanks Richard, much appreciated.

From: Zavitz Richard
Sent: 26 March 2018 16:41
To: Mannah Sylvia
Subject: RE: Weekly Mayoral briefing
Hi Sylvia,

I'm just checking with the PRep team and will hope for a quick response. Though some of the contact within CRL may have already left for the day.

Richard

From: Mannah Sylvia
Sent: 26 March 2018 16:32
To: Zavitz Richard
Subject: FW: Weekly Mayoral briefing
Importance: High

Richard,

I hope you may be able to help in Lucy's absence. Do you know examples of the improvements in relation to the highlighted sentence?

Thanks,

Sylvia

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](#)]
Sent: 23 March 2018 17:19
To: Mannah Sylvia; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing
Hi Sylvia

I'm truly lacking inspiration – not just because I'm going on holiday. The IR section can be removed for this week. For CRL headline stuff I suggest

<!--[if !supportLists]-->1.1 <!--[endif]-->Testing of the new trains and infrastructure in the eastbound tunnel was carried out last week. Day time testing in both tunnels will take place this week.

<!--[if !supportLists]-->1.2 <!--[endif]-->Improvements in the Alstom TSO Costain (ATC) joint venture systemwide schedule have been made. However further improvement is still required to meet milestones within Crossrail's Master Operational Handover Schedule that delivers the Elizabeth line on 9 December 2018.

<!--[if !supportLists]-->1.3 <!--[endif]-->Good progress has continued to be made with central station fit-out. Platform screen door installation was carried out at Liverpool Street last week - one of the three remaining platforms.

<!--[if !supportLists]-->1.4 <!--[endif]-->A meeting with the Office of Rail and Road will take place this week to update the ORR on Crossrail's approach to, and pipeline of, regulatory approvals needed to bring the railway into service.

Happy for others to suggest other notable things that might be worth including.....

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: 23 March 2018 16:08

To: Lucy Findlay; Howard Smith; Zavitz Richard
Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Thanks Lucy.

I've just spoken to Steph and she said the update to the Mayor is in the diary for 14th June – sorry for the various dates!

Thanks,

Sylvia

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

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 23 March 2018 15:56
To: Mannah Sylvia; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail); Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral briefing

Thanks Sylvia

I'll try and get you something later this afternoon.

Re next EL update to the Mayor – I queried the date with Steph this morning and she's advised its reverted back to 21 June.

Lucy

Lucy Findlay | Chief of Staff

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

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

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

Sent: 23 March 2018 15:45

To: Lucy Findlay; Howard Smith; Zavitz Richard

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

Subject: RE: Weekly Mayoral briefing

Hi all,

A gentle reminder that the draft for Monday is due today.

Additionally, the next Elizabeth line update for the Mayor is due on 28 June so please be aware that we'll need to start work on it towards the end of May.

Thanks,

Sylvia

From: Mannah Sylvia

Sent: 20 March 2018 12:54

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail); Hughes David (Director)

Subject: RE: Weekly Mayoral briefing

Hi all,

We finally managed to get the briefing out on a Monday so thank you all very much! Attached is the format that Val is happy with – the BT report going in as an appendix. We'll start the next version on Friday.

Thanks,

Sylvia

From: Mannah Sylvia

Sent: 19 March 2018 14:42

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Thanks Lucy, much appreciated.

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

Sent: 19 March 2018 14:33

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Here you go Sylvia.

Woolwich IR issue has now been settled so I've adjusted the wording on that too.

Please note I will be on leave 26 March – 2 April inclusive.

I should be able to provide something for next week's update on 23/3 but will not be able to follow up if there are comments/further questions.

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: 19 March 2018 11:58

To: Howard Smith; Lucy Findlay; Zavitz Richard

Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Hi all,

Please find attached the latest version of the briefing which incorporates Howard's BT briefing. Lucy, I've included so comments which I'd be grateful for answers on. I'm really hopefully that we'll be able to submit this to City Hall today!

Best wishes,

Sylvia

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

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

Sent: 19 March 2018 08:54

To: Findlay Lucy; Mannah Sylvia; Zavitz Richard

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Quick comments;

2.2 reads oddly versus 2.6 (even updated 2.6). I don't think RAB-C granted approval for testing of automatic operation, I think the accepted the Siemens element. It needs Bombardier and the overall CRL case to finish the job so suggest remove 2.2.

Bombardier Para's can be updated with relevant excerpts from final weekly BT report (V2) - which I circulated a few minutes ago.

Howard

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From: Lucy Findlay

Sent: 16 March 2018 15:25

To: Mannah Sylvia; Zavitz Richard; Howard Smith

Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Sylvia - as requested - info on a Friday!

It's not particularly interesting....Simon (Adams) may think of other things from this morning's call that he think the Mayor should be appraised of.

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]

Sent: 14 March 2018 15:18

To: Zavitz Richard; Lucy Findlay; Howard Smith

Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

All,

As always, thank you for your contribution. Attached is the briefing that was sent to City Hall colleagues a short while ago.

Many thanks,

Sylvia

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

From: Zavitz Richard

Sent: 12 March 2018 17:01

To: Mannah Sylvia; Findlay Lucy; external howard Smith

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

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Hi Sylvia,

Just one comment from me. In section 2.9, would it be worth mentioning the mitigation for stage 2, with 2 tph between Paddington and Heathrow and 2 tph to Hays and Harlington to start in May 2018.

Thanks
Richard

From: Mannah Sylvia

Sent: Monday, March 12, 2018 3:39 PM

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

All,

Thanks for your submissions. Please find attached the revised briefing. Can everyone please review and get back to me asap. Lucy, it includes a couple of questions for you.

Best wishes,

Sylvia

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Sent: 12 March 2018 14:27

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Shaunadevlin

Subject: RE: Weekly Mayoral briefing

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I expect the gender pay stuff will get stripped out but it is an issue that may gain some media pick up next week - hence its inclusion.

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[MOVING LONDON FORWARD](#)

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

Sent: 12 March 2018 09:24

To: Howard Smith; Lucy Findlay; Zavitz Richard

Cc: Adams Simon; Shauna Devlin

Subject: Weekly Mayoral briefing

Morning all,

Just a quick reminder that we need to submit the next version of the attached briefing today. Can I please ask you to update your sections of the briefing using the same tone and simplistic language - this will save us the hassle of questions in the review stages. Additionally, a reminder that Mike wants the appendices to be RAG status'd.

Thanks,

Sylvia

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Wallace Andrew \(London Rail\)](#); [Hughes David \(Director\)](#)
Subject: RE: Weekly Mayoral briefing
Date: 20 March 2018 12:53:39
Attachments: [Weekly Mayor Update 190318 - Final.docx](#)
[Elizabeth line and Bombardier weekly briefing 190318 v2 \(appendix D\).docx](#)
[Weekly Mayor Update 190318.pdf](#)

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

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Hi all,

Please find attached the latest version of the briefing which incorporates Howard's BT briefing. Lucy, I've included so comments which I'd be grateful for answers on. I'm really hopefully that we'll be able to submit this to City Hall today!

Best wishes,

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Sent: 19 March 2018 08:54

To: Findlay Lucy; Mannah Sylvia; Zavitz Richard

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Quick comments;

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Wallace Andrew \(London Rail\)](#)
Subject: RE: Weekly Mayoral briefing
Date: 19 March 2018 14:33:33
Attachments: [Weekly Mayor Update_160319.docx](#)

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Bombardier Para's can be updated with relevant excerpts from final weekly BT report (V2) - which I circulated a few minutes ago.

Howard

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

From: Lucy Findlay

Sent: 16 March 2018 15:25

To: Mannah Sylvia; Zavitz Richard; Howard Smith

Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Sylvia - as requested - info on a Friday!

It's not particularly interesting....Simon (Adams) may think of other things from this morning's call that he think the Mayor should be appraised of.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

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

Sent: 14 March 2018 15:18

To: Zavitz Richard; Lucy Findlay; Howard Smith

Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

All,

As always, thank you for your contribution. Attached is the briefing that was sent to City Hall colleagues a short while ago.

Many thanks,

Sylvia

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Sent: 12 March 2018 17:01

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Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

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From: Mannah Sylvia

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To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

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Sent: 12 March 2018 09:24

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

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To: [Mannah Sylvia](#); [Zavitz Richard](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Wallace Andrew \(London Rail\)](#)
Subject: RE: Weekly Mayoral briefing
Date: 16 March 2018 15:25:33
Attachments: [Weekly Mayor Update 160318.docx](#)

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Date: 14 March 2018 15:18:17
Attachments: [Weekly Mayor Update 130318 v1.1.docx](#)

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From: [Mannah Sylvia](#)
To: [Smith Howard](#)
Subject: RE: Weekly Mayoral briefing
Date: 13 March 2018 09:23:25

From Tim Steer - Just to confirm that David was grateful and said the response made sense.

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

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 12 March 2018 18:16
To: Mannah Sylvia
Cc: Clarke Phil (ELLP); Sherrin David (RfL)
Subject: RE: Weekly Mayoral briefing

Sylvia,

Thanks.

1. Yes, Bombardier are prioritising to fit with the requirements for tunnel testing
2. Yes they have burn down charts and we a specialist resource on our side to review them. The outstanding questions are (i) progress isn't linear, for various reasons there are weeks with significant progress and then things slow (ii) BT promise more resource so expect to speed up - we are sceptical and (iii) it needs to take account of both new bugs being identified but also diversion when other issues (such as last weeks concerns re Stage 1 software) require diversion of resources.

Copy Phil - and Dave - for info - Dave especially as this is his area (David Bellamy is the Mayor's Chief of Staff).

Howard

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

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 12 March 2018 18:09
To: Howard Smith
Subject: RE: Weekly Mayoral briefing

Comment back from David Bellamy when Andy sent them the note.

Do we have confirmation that the resolution of the software issues (and outstanding functions) is being prioritised to align with the tunnel test scheduling?

When more resource is assigned, it's important to see a projection of when work will be complete by (with an appropriate assumption about further issues being identified). Bombardier should be able to produce a 'burn down' chart to demonstrate expected progress.

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

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 12 March 2018 18:01
To: Mannah Sylvia; Zavitz Richard; Findlay Lucy
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Thanks, only comment is suggest replace 2.7 with whatever similar but slightly different wording eventually went in the RSD report a few minutes ago.

Kind regards

Howard

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From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
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To: Zavitz Richard; Lucy Findlay; Howard Smith
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Date: 12 March 2018 17:36:39
Attachments: [Weekly Mayor Update 120318.docx](#)

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Subject: RE: Weekly Mayoral briefing
Date: 12 March 2018 15:55:00
Attachments: [Weekly Mayor Update 120318_LF.docx](#)

Thanks Sylvia

Please see attached.

Note – Appendix B is out of date – ie it doesn't reflect some of the key dates or mitigations (or the RAG status) in the ELRB pack from last Friday's meeting.

Lucy

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Sent: 12 March 2018 14:27
To: Mannah Sylvia; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin
Subject: RE: Weekly Mayoral briefing

Here you go Sylvia.
I expect the gender pay stuff will get stripped out but it is an issue that may gain some media pick up next week – hence its inclusion.

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

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 12 March 2018 09:24
To: Howard Smith; Lucy Findlay; Zavitz Richard
Cc: Adams Simon; Shauna Devlin
Subject: Weekly Mayoral briefing

Morning all,
Just a quick reminder that we need to submit the next version of the attached briefing today. Can I please ask you to update your sections of the briefing using the same tone and simplistic language – this will save us the hassle of questions in the review stages. Additionally, a reminder that Mike wants the appendices to be RAG status'd.
Thanks,
Sylvia

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Shaunadevin](#)
Subject: RE: Weekly Mayoral briefing
Date: 12 March 2018 14:26:47
Attachments: [Weekly Mayor Update 120318_CRL.docx](#)

Here you go Sylvia.

I expect the gender pay stuff will get stripped out but it is an issue that may gain some media pick up next week – hence its inclusion.

Lucy

Lucy Findlay | Chief of Staff

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

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

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

Sent: 12 March 2018 09:24

To: Howard Smith; Lucy Findlay; Zavitz Richard

Cc: Adams Simon; Shauna Devlin

Subject: Weekly Mayoral briefing

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [external howard Smith](#); [Findlay Lucy](#)
Subject: RE: Weekly Mayoral briefing
Date: 12 March 2018 14:09:21

Hi Sylvia,

As mentioned this morning, the cost section will not change this week from the report last week as the costs are updated each period.

Thank you
Richard

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 12 March 2018 14:00
To: Mannah Sylvia; Findlay Lucy; Zavitz Richard
Cc: Adams Simon; Shaunadevlin
Subject: RE: Weekly Mayoral briefing
Sylvia and Colleagues,

My updates and comments attached in track changes. Specific points to note:

1. I'm looking to Lucy to update the non RSD progress section, I've included rolling stock including the new BT Stage 2 dates but I'm not up to speed on construction progress last week (outside of the dynamic testing area).
2. Not sure whether testing with signalling is still 25/3 so have removed as per my note – hoping Lucy can confirm.
3. I've added my take on the RAG status of each of the points in the appendices except for the RSD one which already shows forecast dates against programme
4. I've updated some of the wording in the final appendix.

Kind regards
Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 12 March 2018 09:24
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Cc: Adams Simon; Shauna Devlin
Subject: Weekly Mayoral briefing

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Thanks,
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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Shaunadevin](#)
Subject: RE: Weekly Mayoral briefing
Date: 12 March 2018 14:00:36
Attachments: [Weekly Mayor Update 120318.docx](#)

Sylvia and Colleagues,

My updates and comments attached in track changes. Specific points to note:

1. I'm looking to Lucy to update the non RSD progress section, I've included rolling stock including the new BT Stage 2 dates but I'm not up to speed on construction progress last week (outside of the dynamic testing area).
2. Not sure whether testing with signalling is still 25/3 so have removed as per my note – hoping Lucy can confirm.
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Howard

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]
Sent: 12 March 2018 09:24
To: Howard Smith; Lucy Findlay; Zavitz Richard
Cc: Adams Simon; Shauna Devlin
Subject: Weekly Mayoral briefing

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Thanks,
Sylvia

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Shaunadevlin](#); [Wallace Andrew \(London Rail\)](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: RE: Weekly Mayoral briefing
Date: 26 March 2018 14:28:41
Attachments: [Weekly Mayor Update 260318 - Final.docx](#)

All,
Thanks again for your contributions. Attached is the version of the briefing that is currently with Mike's office. I will share the final version that they send over to City Hall with you when I have it.
Best wishes,
Sylvia

From: Lucy Findlay [mailto:[\[REDACTED\]](#)@crossrail.co.uk]
Sent: 23 March 2018 17:19
To: Mannah Sylvia; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Hi Sylvia
I'm truly lacking inspiration – not just because I'm going on holiday. The IR section can be removed for this week.
For CRL headline stuff I suggest

- I.1 Testing of the new trains and infrastructure in the eastbound tunnel was carried out last week. Day time testing in both tunnels will take place this week.
- I.2 Improvements in the Alstom TSO Costain (ATC) joint venture systemwide schedule have been made. However further improvement is still required to meet milestones within Crossrail's Master Operational Handover Schedule that delivers the Elizabeth line on 9 December 2018.
- I.3 Good progress has continued to be made with central station fit-out. Platform screen door installation was carried out at Liverpool Street last week - one of the three remaining platforms.
- I.4A meeting with the Office of Rail and Road will take place this week to update the ORR on Crossrail's approach to, and pipeline of, regulatory approvals needed to bring the railway into service.

Happy for others to suggest other notable things that might be worth including.....

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: 23 March 2018 16:08
To: Lucy Findlay; Howard Smith; Zavitz Richard
Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Thanks Lucy.

I've just spoken to Steph and she said the update to the Mayor is in the diary for 14th June – sorry for the various dates!

Thanks,
Sylvia

From: Lucy Findlay [mailto:[\[REDACTED\]](#)@crossrail.co.uk]
Sent: 23 March 2018 15:56

To: Mannah Sylvia; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail); Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral briefing

Thanks Sylvia

I'll try and get you something later this afternoon.

Re next EL update to the Mayor – I queried the date with Steph this morning and she's advised its reverted back to 21 June.

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: 23 March 2018 15:45
To: Lucy Findlay; Howard Smith; Zavitz Richard
Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail); Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayoral briefing

Hi all,

A gentle reminder that the draft for Monday is due today.

Additionally, the next Elizabeth line update for the Mayor is due on 28 June so please be aware that we'll need to start work on it towards the end of May.

Thanks,
Sylvia

From: Mannah Sylvia
Sent: 20 March 2018 12:54

To: Findlay Lucy; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail); Hughes David (Director)
Subject: RE: Weekly Mayoral briefing

Hi all,

We finally managed to get the briefing out on a Monday so thank you all very much! Attached is the format that Val is happy with – the BT report going in as an appendix. We'll start the next version on Friday.

Thanks,
Sylvia

From: Mannah Sylvia
Sent: 19 March 2018 14:42
To: Findlay Lucy; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Thanks Lucy, much appreciated.

From: Lucy Findlay [mailto:[\[REDACTED\]](#)@crossrail.co.uk]
Sent: 19 March 2018 14:33
To: Mannah Sylvia; external howard Smith; Zavitz Richard
Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

Here you go Sylvia.

Woolwich IR issue has now been settled so I've adjusted the wording on that too.

Please note I will be on leave 26 March – 2 April inclusive.

I should be able to provide something for next week's update on 23/3 but will not be able to follow up if there are comments/further questions.

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: 19 March 2018 11:58
To: Howard Smith; Lucy Findlay; Zavitz Richard
Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)
Subject: RE: Weekly Mayoral briefing

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

Hi all,

Please find attached the latest version of the briefing which incorporates Howard's BT briefing. Lucy, I've included so comments which I'd be grateful for answers on. I'm really hopefully that we'll be able to submit this to City Hall today!

Best wishes,

Sylvia

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

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

Sent: 19 March 2018 08:54

To: Findlay Lucy; Mannah Sylvia; Zavitz Richard

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Quick comments;

2.2 reads oddly versus 2.6 (even updated 2.6). I don't think RAB-C granted approval for testing of automatic operation, I think the accepted the Siemens element. It needs Bombardier and the overall CRL case to finish the job so suggest remove 2.2.

Bombardier Para's can be updated with relevant excerpts from final weekly BT report (V2) - which I circulated a few minutes ago.

Howard

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

From: Lucy Findlay

Sent: 16 March 2018 15:25

To: Mannah Sylvia; Zavitz Richard; Howard Smith

Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Sylvia - as requested - info on a Friday!

It's not particularly interesting....Simon (Adams) may think of other things from this morning's call that he think the Mayor should be appraised of.

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]

Sent: 14 March 2018 15:18

To: Zavitz Richard; Lucy Findlay; Howard Smith

Cc: Adams Simon; Shauna Devlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

All,

As always, thank you for your contribution. Attached is the briefing that was sent to City Hall colleagues a short while ago.

Many thanks,

Sylvia

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

From: Zavitz Richard

Sent: 12 March 2018 17:01

To: Mannah Sylvia; Findlay Lucy; external howard Smith

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

Hi Sylvia,

Just one comment from me. In section 2.9, would it be worth mentioning the mitigation for stage 2, with 2 tph between Paddington and Heathrow and 2 tph to Hays and Harlington to start in May 2018.

Thanks

Richard

From: Mannah Sylvia

Sent: Monday, March 12, 2018 3:39 PM

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon; Shaunadevlin; Wallace Andrew (London Rail)

Subject: RE: Weekly Mayoral briefing

All,

Thanks for your submissions. Please find attached the revised briefing. Can everyone please review and get back to me asap. Lucy, it includes a couple of questions for you.

Best wishes,

Sylvia

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

Sent: 12 March 2018 14:27

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon; Shaunadevlin

Subject: RE: Weekly Mayoral briefing

Here you go Sylvia.

I expect the gender pay stuff will get stripped out but it is an issue that may gain some media pick up next week - hence its inclusion.

Lucy

Lucy Findlay | Chief of Staff

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

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

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Cc: Adams Simon; Shauna Devlin

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Thanks,

Sylvia

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From: [Adams Simon](#)
To: [Zavitz Richard](#); [Mannah Sylvia](#)
Cc: [Shaunadevlin](#); [Wallace Andrew \(London Rail\)](#); [Findlay Lucy](#); [external howard Smith](#)
Subject: RE: Weekly Mayoral briefing [cost section]
Date: 23 March 2018 17:13:59

Richard,
That's fine with me.
S

From: Zavitz Richard
Sent: 23 March 2018 16:39
To: Mannah Sylvia; Adams Simon
Cc: Shaunadevlin; Wallace Andrew (London Rail); Findlay Lucy; external howard Smith
Subject: RE: Weekly Mayoral briefing [cost section]

Hi Sylvia, Simon,

Find attached an update to the text in the cost section to include the P12 update provided at Sponsor Board yesterday.

Simon – do you want to add any words to follow-up from the Sponsor Board yesterday and the deep-dive on the 20th?

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 A deep dive into Crossrail / Elizabeth line readiness with TfL Board members was held on 20 March where funding and the delivery schedule was discussed with the CRL and TfL leadership teams.

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: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: RE: Weekly mayoral briefing
Date: 19 March 2018 16:56:38
Attachments: [Weekly Mayor Update 190318.pdf](#)

Hi Andy,
Please see attached.
Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 19 March 2018 16:27
To: Doyne Stephanie
Cc: Keane Kate
Subject: Re: Weekly mayoral briefing
Thanks Steph

This is very good I think, but can we delete Section 6 and instead just attach the BT update as an appendix? It's great that we can send both at the same time, but the Mayor is expecting to see a standalone note that has been done in tandem with Bombardier - doing it as an appendix will satisfy that.

(I hope that makes sense but if not let me know and we can speak on the phone when I'm done with this meeting)

When you've done that please can you send me as a PDF? Then I can run past Mike on my iPad and hopefully get approval before he goes tonight.

Thanks!

Andy

On 19 Mar 2018, at 15:51, Doyne Stephanie <[\[REDACTED\]](#)> wrote:

Hi Andy,
Made some minor formatting changes and added in some clarification.
I've also spoken to Sylvia about the glossary not being a list of acronyms but a point of reference which she has agreed to make sure is incorporated into the note next week.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 19 March 2018 14:43
To: Brown Andy (Corporate Affairs); Keane Kate; Doyne Stephanie
Subject: Weekly mayoral briefing

Hi all,

Attached is this week's EL briefing which incorporates Howard's BT update.

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

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

From: [Mannah Sylvia](#)
To: [Keane Kate](#)
Subject: RE: Weekly mayoral briefing
Date: 20 March 2018 12:50:48

Ok – but what I mean is it's mentioned but there are two appendix D's because B was taken out.

From: Keane Kate
Sent: 20 March 2018 12:50
To: Mannah Sylvia
Subject: FW: Weekly mayoral briefing
FYI – Mike asked for Appendix B to be deleted – see below.

From: Brown Andy (Corporate Affairs)
Sent: 19 March 2018 17:18
To: Doyne Stephanie
Cc: Keane Kate
Subject: Re: Weekly mayoral briefing
Thanks Steph

On para 2.4 please can you delete “,which includes bespoke art created by Spencer Finch,” as well as the whole last sentence of that paragraph (“Farringdon station... ..to the station”)

On para 3.4 please can you replace “the implications of a potential breach” with “funding and delivery schedule”

And delete Appendix B - it is repeated at the end as part of the BT note, so we don't need it as its appendix

Then good to go - thanks!

Andy

On 19 Mar 2018, at 16:56, Doyne Stephanie <[REDACTED]@tfl.gov.uk> wrote:

Hi Andy,
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Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 19 March 2018 16:27
To: Doyne Stephanie
Cc: Keane Kate
Subject: Re: Weekly mayoral briefing
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Andy

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Kind regards

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Sent: 19 March 2018 14:43

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

Subject: Weekly mayoral briefing

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Thanks,

Sylvia

Sylvia Mannah

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

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

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

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

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Clarke Phil \(ELLP\)](#); [Adams Simon](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Report to Mayor and BT Chairman
Date: 19 March 2018 08:34:12
Attachments: [Elizabeth line and Bombardier weekly briefing_190318_v2.docx](#)

Final version from me (V2) incorporates Andy's minor corrections/typo's and Bombardier's confirmation of 40 trains completed.

I'll copy to Lucy and to BT. Sylvia presume you will incorporate into wider report.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 19 March 2018 08:22
To: Brown Andy (Corporate Affairs)
Cc: Howard Smith; Phil Clarke - TFL; Adams Simon; Doyne Stephanie; Keane Kate
Subject: Re: Weekly Report to Mayor and BT Chairman
Yes - we'll try and get a single note today.

Sent from my iPhone

On 19 Mar 2018, at 08:20, Brown Andy (Corporate Affairs) < [REDACTED]@tube.tfl.gov.uk > wrote:

Thanks Howard - a handful of small comments from me on the attached.

Sylvia

Are we going to a single submission of the two notes this week? That would mean the other paper doesn't need to repeat anything from this note - just add any extra non-BT project info, and comment on how we think BT are doing.

Andy

On 16 Mar 2018, at 21:49, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

Will do Howard - thank you.

Sent from my iPhone

On 16 Mar 2018, at 19:32, Howard Smith < [REDACTED]@crossrail.co.uk > wrote:

Sylvia, Andy,

This week's draft attached. Hopefully uncontroversial, BT are providing number of completed units, positive references to GW driver training and Dynamic Testing. Reference to Charleroi testing (long story but finally got there) at the end.

Comments by 10.00 Monday – I've asked same of BT so hopefully earliest finish ever!

Sylvia – can you select from this for the main Mayors report. If you include the ref to Stage 2 dates can you make clear this is as reported last week, not 'new news'.

Over and out....!

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

Howard

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

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

From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Clarke Phil \(ELLP\)](#); [Adams Simon](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Report to Mayor and BT Chairman
Date: 19 March 2018 08:34:10
Attachments: [Elizabeth line and Bombardier weekly briefing_190318_v2.docx](#)

Final version from me (V2) incorporates Andy's minor corrections/typo's and Bombardier's confirmation of 40 trains completed.

I'll copy to Lucy and to BT. Sylvia presume you will incorporate into wider report.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 19 March 2018 08:22
To: Brown Andy (Corporate Affairs)
Cc: Howard Smith; Phil Clarke - TFL; Adams Simon; Doyne Stephanie; Keane Kate
Subject: Re: Weekly Report to Mayor and BT Chairman
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Sent from my iPhone

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Clarke Phil \(ELLP\)](#); [Adams Simon](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: Re: Weekly Report to Mayor and BT Chairman
Date: 19 March 2018 08:20:02
Attachments: [Elizabeth line and Bombardier weekly briefing 190318 v1 AB.docx](#)
[ATT00001.htm](#)

Thanks Howard - a handful of small comments from me on the attached.

Sylvia

Are we going to a single submission of the two notes this week? That would mean the other paper doesn't need to repeat anything from this note - just add any extra non-BT project info, and comment on how we think BT are doing.

Andy

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Andy

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From: [Keane Kate](#)
To: [Erica Walker](#)
Cc: [Doyne Stephanie](#); [Steer Tim](#); [Brown Andy \(Corporate Affairs\)](#); [Claire Hamilton](#)
Subject: RE: Weekly update on Crossrail/Elizabeth line progress
Date: 08 March 2018 14:47:56
Attachments: [Weekly Mayor Update 080318.docx](#)

Hi Erica
Please see attached weekly progress update.
Let me know if there are any queries on the attached.
Many 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](mailto:[REDACTED]@london.gov.uk)]

Sent: 08 March 2018 12:34

To: Keane Kate

Cc: Doyne Stephanie; Steer Tim; Brown Andy (Corporate Affairs); Claire Hamilton

Subject: Weekly update on Crossrail/Elizabeth line progress

Hi Kate,

Can I check that we are on track to get the weekly progress update from you today? Let me know if there are any issues with this.

Many thanks,

Erica

Erica Walker

Principal Policy Officer - Transport

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

Tel: [REDACTED] Mob: [REDACTED]

If you're not on the electoral register, you won't be able to vote in local authority elections this May. You must have registered to have your say. Find out more at <https://www.yourvotematters.co.uk/>

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

Sent: 08 March 2018 12:34

To: Keane Kate

Cc: Doyne Stephanie; Steer Tim; Brown Andy (Corporate Affairs); Claire Hamilton

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Many thanks,

Erica

Erica Walker

Principal Policy Officer - Transport

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

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From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: TfL Restricted - Joint TfL/Bombardier Weekly Crossrail update
Date: 05 March 2018 17:55:27
Attachments: [Elizabeth line and Bombardier weekly briefing 050318 FINAL.docx](#)
[image001.png](#)

Hi both,

Please find attached the weekly joint TfL/Bombardier update on Crossrail.

I know we discussed this morning about providing the usual Thursday note today but as the team wasn't given much notice we are still working on this. I will get this to you first thing tomorrow morning – apologies.

Let me know if you have any questions.

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]



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

From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 14 March 2018 14:52:12
Attachments: [Weekly Mayor Update 130318 v1.1.docx](#)
[image001.png](#)

Hi both,

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]



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

From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: TfL Restricted - Weekly progress update on Crossrail
Date: 19 March 2018 17:34:02
Attachments: [Weekly Mayor Update 190318 - Final.docx](#)
[Elizabeth line and Bombardier weekly briefing 190318 v2 \(appendix D\).docx](#)
[Weekly Mayor Update 190318.pdf](#)
[image001.png](#)

Hi both,

Please see attached the weekly progress update for the Mayor and the joint TfL/Bombardier note, which we have combined this week and will continue to do so moving forward.

I have attached as both a word version and PDF version for ease. Let me know if you have any questions.

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]



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

From: [Keane Kate](#)
To: [Steer Tim](#); [Claire Hamilton](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Subject: TfL Restricted: Weekly update on Crossrail/Elizabeth line progress
Date: 02 March 2018 12:08:01
Attachments: [Weekly Mayor Update 010318.docx](#)
Importance: High

Hi Tim and Claire

Please see attached the weekly briefing note for the Mayor on Crossrail/Elizabeth line progress. Apologies for the delay sending this over.

I know we previously committed to providing this update every Thursday but since then we are now also providing a joint TfL/Bombardier note for the Mayor and Chairman of Bombardier every Monday. Do you think there would be any issue in sending the two notes every Monday so they are done simultaneously? (It would make it slightly easier for the team here but completely understand if the Mayor would prefer to keep it as is)

Thanks

Kate

Kate Keane
Corporate Affairs
Transport for London

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

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Adams Simon](#)
Subject: Weekly Mayor Update 010318 SD
Date: 01 March 2018 12:21:39
Attachments: [Weekly Mayor Update 010318 SD.docx](#)

Lucy and Simon,

As usual, thank you very much for the note. Andy's team have reviewed and included two comments. can you please review and get back to me on them?

Best wishes,

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

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 010318
Date: 01 March 2018 17:31:38
Attachments: [Weekly Mayor Update 010318.docx](#)

She sent it to me in PowerPoint and I've tried to make it look better.

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 010318
Date: 01 March 2018 15:32:01
Attachments: [Weekly Mayor Update 010318.docx](#)

Just because it's you – I've been able to get the relevant info to explain the table – highlighted for ease 😊

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 010318
Date: 01 March 2018 11:23:10
Attachments: [Weekly Mayor Update 010318.docx](#)

Steph – please review this version. Slightly longer than the previous one because we've included the tables but let me know what you think asap.

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

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Adams Simon](#); [external howard Smith](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: Weekly Mayor Update 010318.docx
Date: 02 March 2018 16:50:04
Attachments: [Weekly Mayor Update 010318.docx](#)
[ATT00001.txt](#)

All,

Below is the final version of the document that I sent Mike's team last night. I've asked them for a final copy of what went to City Hall and will share it as soon as I have it.

Thanks again and have a great weekend.

Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 010318
Date: 01 March 2018 17:37:01
Attachments: [Weekly Mayor Update 010318.docx](#)

Use this one – Mark made one tweak – changing traction to power supply in 2.1

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: Weekly Mayor Update 050318 SD comments clean
Date: 07 March 2018 11:33:55
Attachments: [Weekly Mayor Update 050318 SD comments clean.docx](#)

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); ["Howard Smith"](#); [Adams Simon](#); [Bevins Richard](#)
Cc: [Shaunadevlin](#)
Subject: Weekly Mayor Update 050318 SD comments clean
Date: 07 March 2018 11:47:34
Attachments: [Weekly Mayor Update 050318 SD comments clean.docx](#)

All,

Sorry but the briefing didn't go to City Hall on Monday as Mike only reviewed it last night. He wants us to simplify the language and I've included his comments. Can you please review and get back to me – sorry again!

SM

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 050318
Date: 05 March 2018 17:03:05
Attachments: [Weekly Mayor Update 050318.docx](#)

Current version which Mark is happy with, I'm just waiting for Simon A to call me to confirm if he has anything to add to the cost section.

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 070318
Date: 07 March 2018 15:08:54
Attachments: [Weekly Mayor Update 070318.docx](#)

Hopefully this is much better now and addresses the concerns!

Thanks,

SM

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#); [Doyne Stephanie](#)
Subject: Weekly Mayor Update 070318
Date: 07 March 2018 15:54:33
Attachments: [Weekly Mayor Update 070318.docx](#)

Steph (and Sylvia),

Two comments in the attached, please - these are things Mike was very clear need to be perfect in the note.

Sylvia - I know you are just the messenger here, but Mike was quite firm with me yesterday that the quality of these briefings needs to be higher by the time they come to us. I can speak to Howard and Lucy directly if needed?

Andy

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

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: Weekly Mayor Update 120318
Date: 12 March 2018 18:01:39
Attachments: [Weekly Mayor Update 120318.docx](#)

Hello all,

Attached is the briefing note for the Mayor. Sorry for the delay – I'm awaiting some minor tweaks but this is fine for you to review.

Thanks,

Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 120318_LF)
Date: 12 March 2018 16:06:26
Attachments: [Weekly Mayor Update 120318_LF\).docx](#)

Steph – current version – I need to update appendix b but need to pop to a meeting quickly. Let me know your thoughts asap.

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 130318
Date: 13 March 2018 16:03:14
Attachments: [Weekly Mayor Update 130318.docx](#)

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 130318
Date: 13 March 2018 16:01:23
Attachments: [Weekly Mayor Update 130318.docx](#)

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: Weekly Mayor Update 130318
Date: 13 March 2018 16:07:31
Attachments: [Weekly Mayor Update 130318.docx](#)
[image001.png](#)

Hi Andy,

Please see attached updated Crossrail note.

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]



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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 160318
Date: 16 March 2018 16:46:40
Attachments: [Weekly Mayor Update 160318.docx](#)

Don't say I never give you anything – Lucy has had a go for today but not drastically different to what was issued on Wednesday. It doesn't include Howard's update as I'm expecting it later this evening.

Thanks,
Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 160319
Date: 19 March 2018 10:29:47
Attachments: [Weekly Mayor Update 160319.docx](#)

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

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Cc: [Keane Kate](#)
Subject: Weekly Mayor Update 260318 - Final
Date: 26 March 2018 13:34:10
Attachments: [Weekly Mayor Update 260318 - Final.docx](#)

All,
Attached is this week's note for City Hall – in the format you said Val likes. When it goes over to them, can you please remind them that we won't have a note for next week.

Thanks,
Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 260318 - Final
Date: 23 March 2018 17:38:21
Attachments: [Weekly Mayor Update 260318 - Final.docx](#)

As discussed.

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Zavitz Richard](#); [Adams Simon](#)
Cc: [Shaunadevlin](#); [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: Weekly Mayor Update 260318 - Final.docx
Date: 27 March 2018 16:04:33
Attachments: [Weekly Mayor Update 260318 - Final.docx](#)
[ATT00001.txt](#)

All,

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

Thanks,

Sylvia

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

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 260318 - Final
Date: 26 March 2018 17:26:30
Attachments: [Weekly Mayor Update 260318 - Final.docx](#)

Andy,

Attached is a revised version of the briefing which should hopefully cover the points you raised.

Thanks,
Sylvia

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

From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Adams Simon](#); [Shaunadevlin](#)
Subject: Weekly Mayoral briefing
Date: 12 March 2018 09:24:08
Attachments: [Weekly Mayor Update 080318.docx](#)

Morning all,

Just a quick reminder that we need to submit the next version of the attached briefing today. Can I please ask you to update your sections of the briefing using the same tone and simplistic language – this will save us the hassle of questions in the review stages. Additionally, a reminder that Mike wants the appendices to be RAG status'd.

Thanks,
Sylvia

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#); [Doyne Stephanie](#)
Subject: Weekly mayoral briefing
Date: 19 March 2018 14:43:28
Attachments: [Weekly Mayor Update 190318.docx](#)

Hi all,

Attached is this week's EL briefing which incorporates Howard's BT update.

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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To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Clarke Phil \(ELLP\)](#); [Adams Simon](#)
Subject: Weekly Report to Mayor and BT Chairman
Date: 16 March 2018 19:32:35
Attachments: [Elizabeth line and Bombardier weekly briefing 190318 v1.docx](#)

Sylvia, Andy,

This week's draft attached. Hopefully uncontroversial, BT are providing number of completed units, positive references to GW driver training and Dynamic Testing. Reference to Charleroi testing (long story but finally got there) at the end.

Comments by 10.00 Monday – I've asked same of BT so hopefully earliest finish ever!

Sylvia – can you select from this for the main Mayors report. If you include the ref to Stage 2 dates can you make clear this is as reported last week, not 'new news'.

Over and out....!

Howard

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To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Clarke Phil \(ELLP\)](#); [Adams Simon](#)
Subject: Weekly Report to Mayor and BT Chairman
Date: 16 March 2018 19:32:43
Attachments: [Elizabeth line and Bombardier weekly briefing 190318 v1.docx](#)

Sylvia, Andy,

This week's draft attached. Hopefully uncontroversial, BT are providing number of completed units, positive references to GW driver training and Dynamic Testing. Reference to Charleroi testing (long story but finally got there) at the end.

Comments by 10.00 Monday – I've asked same of BT so hopefully earliest finish ever!

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Howard

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