

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Tim Steer](#); [Claire Hamilton](#)
Cc: [Doyne Stephanie](#); [Keane Kate](#)
Subject: Crossrail weekly update note
Date: 22 February 2018 18:26:11
Attachments: [Weekly Mayor Update 220218 mb.docx](#)

Tim and Claire

Please find attached this week's update for the Mayor on Crossrail.

My understanding is that a separate note will follow on Monday that can be shared with Bombardier. (I think that's what was agreed to at the meeting earlier this week.)

Andy

██████████ | ██████████

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Elizabeth line and Bombardier weekly briefing 260218
Date: 26 February 2018 11:40:20
Attachments: [Elizabeth line and Bombardier weekly briefing 260218.docx](#)
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

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From: [Mannah Sylvia](#)
To: ["Howard Smith"; Wild Mark \(MD\)](#)
Cc: [Bellars Lauren](#); [Shaunadevin](#)
Subject: Final BT briefing to City Hall
Date: 27 February 2018 16:40:24
Attachments: [Elizabeth line and Bombardier weekly briefing 260218 v4 final.docx](#)

Attached is the final version of the briefing that Andy has sent over to City Hall.

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Advisor to the Managing Director, London Underground

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

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

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#)
Subject: FW: Crossrail weekly update note
Date: 23 February 2018 16:55:33

Hi Sylvia,
Please see below.
Kind regards
Stephanie

From: Tim Steer [mailto: [REDACTED]@london.gov.uk]
Sent: 23 February 2018 16:55
To: Doyne Stephanie; Brown Andy (Corporate Affairs); Claire Hamilton
Cc: Keane Kate
Subject: RE: Crossrail weekly update note

And one more on this I'm afraid. 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
Tim

From: Tim Steer
Sent: 23 February 2018 12:14
To: 'Doyne Stephanie' < [REDACTED]@tfl.gov.uk>; Andrew J. Brown < [REDACTED]@tube.tfl.gov.uk>; Claire Hamilton < [REDACTED]@london.gov.uk>
Cc: Keane Kate < [REDACTED]@tfl.gov.uk>
Subject: RE: Crossrail weekly update note
Brilliant – many thanks

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]
Sent: 23 February 2018 11:37
To: Tim Steer < [REDACTED]@london.gov.uk>; Andrew J. Brown < [REDACTED]@tube.tfl.gov.uk>; Claire Hamilton < [REDACTED]@london.gov.uk>
Cc: Keane Kate < [REDACTED]@tfl.gov.uk>
Subject: RE: Crossrail weekly update note

Hi Tim,
I have checked with Howard and it will definitely be a joint note.
Kind regards
Stephanie

From: Tim Steer [mailto: [REDACTED]@london.gov.uk]
Sent: 23 February 2018 11:04
To: Brown Andy (Corporate Affairs); Claire Hamilton
Cc: Doyne Stephanie; Keane Kate
Subject: RE: Crossrail weekly update note
Thanks Andy.

Re the separate note to follow, the note says that it'll be jointly authored by Howard and Laurent Troger/Per Allmer from Bombardier for the Mayor and the Chair of Bombardier (and that Howard will coordinate that). When the first one comes on Monday, will it already be jointly authored?

Thanks,
Tim

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tube.tfl.gov.uk]
Sent: 22 February 2018 18:38
To: Tim Steer < [REDACTED]@london.gov.uk>; Claire Hamilton < [REDACTED]@london.gov.uk>

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

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

Subject: RE: Crossrail weekly update note

Yes, in the course of the update (although not always as clearly as you could answer them, I'll be honest)

It would be useful to understand whether you / they would rather we straight up answered the questions in e.g. a cover email, rather than weaving them into the note itself? They prefer to weave them in, but the result is that the answers are not as direct as they could be.

Questions pasted again below for reference:

2.7 – when will the board members do a deep dive session for getting them to use their relationships with contractors?

On costs – in this week's note, can we have a para or two on how any cost overruns would be met (should we get to that position)

On 4.1 – Pudding Mill Lane explosion – are there remedies (e.g. compensation) open to us?

On 4.3 – what else other than micromanaging can and should we be doing?

On 6 – industrial relations – will the strikes have an impact on timelines?

Andy

[REDACTED] | [REDACTED]

From: Tim Steer [mailto:[REDACTED]@london.gov.uk]

Sent: 22 February 2018 18:33

To: Brown Andy (Corporate Affairs); Claire Hamilton

Cc: Doyne Stephanie; Keane Kate

Subject: RE: Crossrail weekly update note

Thanks – does this cover the questions the Mayor/Nick posed?

Tim

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

Sent: 22 February 2018 18:26

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

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

Subject: Crossrail weekly update note

Tim and Claire

Please find attached this week's update for the Mayor on Crossrail.

My understanding is that a separate note will follow on Monday that can be shared with Bombardier. (I think that's what was agreed to at the meeting earlier this week.)

Andy

[REDACTED] | [REDACTED]

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: FW: Crossrail
Date: 22 February 2018 11:40:20
Attachments: [Weekly Mayor Update 220218 v3.docx](#)

Hi Sylvia,

Few comments.

Why have we not addressed the Mayor's concerns about Pudding Mill Lane? Also it doesn't really answer the question about what else we should be doing apart from micro managing...

Kind regards

Stephanie

From: Tim Steer [mailto: [REDACTED]@london.gov.uk]
Sent: 19 February 2018 18:33
To: Brown Andy (Corporate Affairs); Doyne Stephanie; Claire Hamilton
Cc: Keane Kate
Subject: RE: Crossrail

Hi all

The Mayor has read it and is appreciative of the new briefings. He has posed a few questions..

2.7 – when will the board members do a deep dive session for getting them to use their relationships with contractors?

On costs – in this week's note, can we have a para or two on how any cost overruns would be met (should we get to that position)

On 4.1 – Pudding Mill Lane explosion – are there remedies (e.g. compensation) open to us?

On 4.3 – what else other than micromanaging can and should we be doing?

On 6 – industrial relations – will the strikes have an impact on timelines?

Can I leave these with you..?

Thanks,

Tim

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tube.tfl.gov.uk]
Sent: 15 February 2018 15:31
To: Tim Steer < [REDACTED]@london.gov.uk>; Doyne Stephanie < [REDACTED]@tfl.gov.uk>; Claire Hamilton < [REDACTED]@london.gov.uk>
Cc: Keane Kate < [REDACTED]@tfl.gov.uk>
Subject: RE: Crossrail

That's the aim, yep. Process agreed between TfL Rail and CRL to deliver on that timeframe.

It was a bit delayed this time because we were pushing them for more detail on the specific points in your original email.

Andy

[REDACTED] | [REDACTED]

From: Tim Steer [mailto: [REDACTED]@london.gov.uk]
Sent: 15 February 2018 15:29
To: Doyne Stephanie; Claire Hamilton
Cc: Brown Andy (Corporate Affairs); Keane Kate
Subject: RE: Crossrail

Thanks very much. This is with Nick now and he's going to pass to the Mayor. He wanted me to express that it is much appreciated, that he knows it's a pain but that he definitely wants them like clockwork on a weekly basis from now on!

Are you ok to ensure we get something on a Wednesday evening each week so Val's got a chance to look at it?

Thanks in advance!

Tim

From: Doyne Stephanie [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 15 February 2018 13:45
To: Tim Steer <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Cc: Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>; Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Subject: RE: Crossrail

Hi Tim,

Yes it does.

On some of the points there isn't much info we can give i.e. *Did TfL take up offer from TfL board members to use their influence to put pressure on contractors* but we have made sure we addressed each point with all the info that we do have.

Kind regards

Stephanie

From: Tim Steer [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 15 February 2018 13:43
To: Doyne Stephanie; Claire Hamilton
Cc: Brown Andy (Corporate Affairs); Keane Kate
Subject: RE: Crossrail

Sorry, just to check – in your view does it cover all the points below – both the regular requirements and the specific questions?

Thanks,

Tim

From: Tim Steer
Sent: 15 February 2018 13:41
To: 'Doyne Stephanie' <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Cc: Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>; Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Subject: RE: Crossrail

Ah thanks – the mayor was just chasing Val for this so that's good timing. We'll have a look.

Tim

From: Doyne Stephanie [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 15 February 2018 13:39
To: Tim Steer <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Claire Hamilton <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Cc: Andrew J. Brown <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>; Keane Kate <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Subject: RE: Crossrail

Hi both,

Please see attached.

Let us know if you require any further information.

Kind regards

Stephanie

From: Tim Steer [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 12 February 2018 17:16
To: Brown Andy (Corporate Affairs); Keane Kate; Doyne Stephanie
Cc: Claire Hamilton
Subject: FW: Crossrail

Hi Andy, Kate, Steph,

The Mayor has requested a weekly update note on Crossrail progress, including “progress towards key milestones and an honest and candid view on problems and issues that have arisen

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(including industrial relations)". It should also include updates on funding and progress against budget. It needs to be with the Private Office on a Thursday to get in his weekly reading so would need to come to Val on a Wednesday evening I think.

Also, the Mayor has asked some specific questions for a separate response, please:

- Where are we on energisation
- Update on pressure on Bombardier / General Electric's / Alstom
- The contingency money being exceeded
- Did TfL take up offer from TfL board members to use their influence to put pressure on contractors

Happy to discuss how best to take both requests forward.

Tim

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: FW: Elizabeth line and Bombardier weekly briefing 260218
Date: 26 February 2018 12:04:30
Attachments: [Weekly TfL and Bombardier Note - 260218.docx](#)
[Elizabeth line and Bombardier weekly briefing 260218.docx](#)
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
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www.tfl.gov.uk

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: FW: Elizabeth line and Bombardier weekly briefing 260218
Date: 26 February 2018 15:26:02
Attachments: [Elizabeth line and Bombardier weekly briefing 260218.docx](#)
Importance: High

FYI.

Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 26 February 2018 14:55
To: Mannah Sylvia; external howard Smith
Cc: Doyne Stephanie
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Importance: High

Hi Sylvia and Howard,

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?

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Thanks,

Sylvia

Sylvia Mannah

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www.tfl.gov.uk

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: FW: Weekly Mayor Update 220218
Date: 22 February 2018 14:04:50
Attachments: [Weekly Mayor Update 220218.docx](#)

FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 22 February 2018 14:03
To: Doyne Stephanie
Subject: Weekly Mayor Update 220218
We're happy with this.

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Subject: Fwd: Weekly Report to City Hall and Bombardier Chairman
Date: 26 February 2018 11:33:08
Attachments: [image001.png](#)

For info

Howard

Sent from my iPad

Begin forwarded message:

From: Howard Smith <[REDACTED]@crossrail.co.uk>
Date: 26 February 2018 at 11:15:30 GMT
To: Per Allmer <[REDACTED]@rail.bombardier.com>
Cc: Andy Derbyshire <[REDACTED]@rail.bombardier.com>, Joe Bednall <[REDACTED]@rail.bombardier.com>, Phil Clarke - TfL <[REDACTED]@tfl.gov.uk>
Subject: Re: Weekly Report to City Hall and Bombardier Chairman

Per,

Thanks, just getting that bit clear (given all the people involved!). Will revert later.

Kind regards

Howard

Sent from my iPad

On 26 Feb 2018, at 11:11, Per Allmer <[REDACTED]@rail.bombardier.com> wrote:

Howard,
So how do we do this? We share the final version of the weekly report and then I will send to Pierre and you send to the Mayor and Mike?
Please confirm
Regards
Per

From: Andy Derbyshire
Sent: Monday 26 February 2018 11:40
To: Howard Smith <[REDACTED]@crossrail.co.uk>; Per Allmer <[REDACTED]@rail.bombardier.com>
Cc: Joe Bednall <[REDACTED]@rail.bombardier.com>; Phil Clarke - TfL <[REDACTED]@tfl.gov.uk>
Subject: RE: Weekly Report to City Hall and Bombardier Chairman

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Howard

Thanks.

Happy to keep the dates in the mater schedule as the 13 Aug and communicate these and we continue to manage to the delivery dates of the 22 July between us.

Other than that happy to issue.

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: 26 February 2018 10:15

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

Allmer <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>

Cc: Joe Bednall <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>; Phil Clarke - TfL

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

Subject: RE: Weekly Report to City Hall and Bombardier Chairman

Andy,

Thanks. Will go with your suggested wording re 6.2.

Re dates CBTC for COS TO is 22nd June in V3_5_1 so I've left it at that for consistency – if you want to show 26th as the forecast date that's your call but unless told otherwise I'll leave it at 22nd for now.

Re 22 trains for COS – this is only date that doesn't come from V3_5_1 but was mentioned as a key date at Mayor's meeting (as it is!). You forecast 5th July, Crossrail have it in the MOHS (master schedule) for need by 13th Aug so have given us the benefit of the extra time. If you want to forecast 5th July (ie early delivery versus MOHS) happy to amend.

Kind regards

Howard

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

Sent: 26 February 2018 10:00

To: Howard Smith; Per Allmer

Cc: Joe Bednall; Phil Clarke - TfL

Subject: RE: Weekly Report to City Hall and Bombardier Chairman

Howard

Please see our input below.

I have added the TS 20 now at Old oak common, amended the wording on SW Release 6.2 and there are two dates which are in question:-

Approval of CBTC for COS TO - 28 Jun

Availability of 22 trains for TO in COS -5 July

Kind Regards

Andy Derbyshire

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COO & VP UK Aventura Projects

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Derby DE24 8AD

Tel +44 [REDACTED]

Mob +44 (0) [REDACTED]

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

Sent: 26 February 2018 09:02

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

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

Subject: Weekly Report to City Hall and Bombardier Chairman

Per and Andy,

Further to last week's meeting with the Mayor I've been asked to submit the first weekly report today (I was expecting next Monday). I set out below what I'm planning to submit at 10.00 UK today. You will see that I've noted that the commentary has not been signed off with you but will be going forward. I would expect to get the draft out by 10.00 Friday morning and finalise 17.00 Friday ready for Monday. Only point to note is that I've put the later Stage 2 dates as TBC. As per Thursday's call Joe believes a further release is needed and that this will lead to later dates, but we left it with you Thursday to decide what the forecast dates should be so I've left them TBC for the present and propose they are included in next week's report. If you have any major concerns please call or email by return.

Kind regards

Howard

Elizabeth line Bombardier Weekly Report 26th February 2018

(This is the first weekly report to City Hall and the Bombardier Chairman. It uses agreed dates but commentary has not been signed off with BT this week due to short timescales).

Top Activities and Issues

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 ('ETCS'))	27 th Feb	5 th March
Approval for ETCS driver training on Great Western	24 th Aug	TBC
Approvals for ETCS Passenger Service	28 Sept	TBC
Stage 3		
Completion of Transition	29 th Jan	Complete

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testing at Melton ready for Central Operating Section ('COS') Dynamic Testing		
Approval of CBTC for COS Trial Operations	22 nd Jun -should be 28 th Jun?	22 nd Jun
Availability of 22 trains for Trial Running in COS	13 th Aug - Should be 5 July?	13 th Aug
Approval of CI 345 for Stage 3 Passenger Service	10 th Oct	10 th Oct
Start of Stage 3 Passenger Service	9 th Dec	9 th Dec
Old Oak Common Depot		
Section A Brought into Use ('BIU')	1 st Mar	1 st Mar
Section B1 BIU	11 th Apr	11 th Apr
Section C BIU	30 th May	30 th May

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From: [Mannah Sylvia](#)
 To: [Doyne Stephanie](#)
 Subject: Howard's current draft
 Date: 25 February 2018 11:13:09

Below is Howard's current draft which I think looks good with the exception of the last bullet which I've queried.

Let me know what you think.

Elizabeth line Bombardier Weekly Report 26th February 2018

Top Activities and Issues

- XX trains **have been** completed
- 12 7-Car trains (same as last week) **have been brought down to London and are** available for service on the Shenfield to Liverpool Street line
- First 9-Car train started testing on the Great Western Main Line between Paddington and Maidenhead (Tweeted by TfL **on Monday 19 February**)
- The 9-Car train was tested in the Heathrow tunnel using European Train Control System ('ETCS') signalling overnight on 23rd February
- Train testing and approvals **have been** completed ready for the start of testing in the Crossrail Central Operating Section ('COS') from 25th Feb. **It will be manually driven by staff and not in** automatic operation.
- Approvals are being prepared for the start of AM (automatic) operation testing in COS from 25th March
- Mobilisation continues for bringing the Old Oak Common Depot into use from 1st March
- Due to a high number of defects found in software release R6.2 and the prioritisation of Stage 3, a new release added for Stage 2 which delays forecast approvals for passenger service

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 ('ETCS'))	27 th Feb	5 th March
Approval for ETCS driver training on Great Western	24 th Aug	12 th Oct
Approvals for ETCS Passenger Service	28 Sept	11 th Nov
Stage 3		
Completion of Transition testing at Melton ready for	29 th Jan	Complete

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Central Operating Section ('COS') Dynamic Testing		
Approval of CBTC for COS Trial Operations	22 nd Jun	22 nd Jun
Availability of 22 trains for Trial Running in COS	13 th Aug	13 th Aug
Approval of CI 345 for Stage 3 Passenger Service	10 th Oct	10 th Oct
Start of Stage 3 Passenger Service	9 th Dec	9 th Dec
Old Oak Common Depot		
Section A Brought into Use ('BIU')	1 st Mar	1 st Mar
Section B1 BIU	11 th Apr	11 th Apr
Section C BIU	30 th May	30 th May

Sent from my iPhone

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Steer Tim](#)
Cc: [Claire Hamilton](#); [Doyne Stephanie](#); [Keane Kate](#); [Mannah Sylvia](#)
Subject: Joint TfL/Bombardier on Crossrail, w/c 26 Feb 2018 - TfL restricted
Date: 27 February 2018 12:15:54
Attachments: [Elizabeth line and Bombardier weekly briefing 260218 v4 final.docx](#)

Hi Tim,

Please find attached the first weekly joint TfL/Bombardier update on Crossrail, following last week's meeting with the Mayor.

As we talked about briefly earlier, this is a very factual update on progress because it is hard to go further in a joint note and provide an assessment of project confidence, without risking compromising our contractual position with Bombardier.

However, we will continue to provide our own more candid assessment of delivery progress in the separate note we send over later in the week.

It's worth remembering that the main benefit of this joint note with Bombardier is to keep up senior level pressure on them - which it seems to be doing so far.

If there any questions or comments please let me know.

Many thanks,

Andy

Head of Corporate Affairs
Transport for London



From: [Brown Andy \(Corporate Affairs\)](#)
To: [Brown Mike \(Commissioner\)](#)
Cc: [Keane Kate](#); [Branks Kirsten](#); [Thomson Linda](#)
Subject: Mayor questions on CRL
Date: 20 February 2018 09:32:48
Attachments: [Weekly Mayor Update 150218.docx](#)

Hi Mike

A quick heads up that some questions came through from the Mayor last night off the back of the first weekly update we sent him.

The team will pick this up in the second note this week, but here are his questions and what I think the eventual answer will say, in case they come up this morning:

When will the board members do a deep dive session for getting them to use their relationships with contractors?

We are arranging this as soon as we can, diary permitting. It is looking like 7 March is a front runner.

On costs – in this week's note, can we have a para or two on how any cost overruns would be met (should we get to that position)

We will include this in the note but as you know, this is an ongoing discussion with the Government but it is likely we will have to meet a lot / all of any overrun if we want to have a cast-iron hold over the final asset.

Pudding Mill Lane explosion – are there remedies (e.g. compensation) open to us?

Yes and Crossrail will be pursuing this through their usual contract management processes.

What else other than micromanaging can and should we be doing about Alstom Costain JV and General Electrics?

Nothing right now - the focus has to be on delivering the new project schedule on time.

Industrial relations – will the strikes have an impact on timelines?

No but we wanted to include the latest position in the note as we know IR is of interest to the Mayor.

Thanks

Andy

██████████ | ██████████

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From: [Adams Simon](#)
To: [Mannah Sylvia](#)
Subject: mayor update (2)
Date: 14 February 2018 10:36:58
Attachments: [mayor update \(2\).docx](#)

Sylvia,

Suggested edits in response to Lucy's comments. I am now tied up until later this afternoon, could you check they make sense, tidy-up and feed into the process. The key change is that I mention the Mayor's support regarding Bombardier, without directly referring the the planned call. Mark might want to mention the call?

S

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Cc: [Keane Kate](#)
Subject: mayor update (2) (2)
Date: 14 February 2018 12:49:36
Attachments: [mayor update \(2\) \(2\).docx](#)

Hi all,

Attached is the current draft of the weekly briefing for the Mayor. I'm working on the format so don't hate me! Crossrail and Mark are broadly happy with this. Let me know if you have any comments asap.

Thanks,
Sylvia

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From: [Adams Simon](#)
To: [Mannah Sylvia](#)
Subject: mayor update (2)
Date: 14 February 2018 12:43:22
Attachments: [mavor update \(2\).docx](#)

Just managed to grab 5 mins to look at appendix 1. I have removed the introductory note and updated with the MHOS dates from the ELRB pack, as shown in the attached, if it helps.

Simon

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: mayor update
Date: 14 February 2018 14:32:24
Attachments: [mayor update.docx](#)

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

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Subject: mayor update
Date: 14 February 2018 16:28:23
Attachments: [mayor update.docx](#)

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Adams Simon](#)
Cc: [external howard Smith](#)
Subject: Mayoral update
Date: 14 February 2018 17:29:01
Attachments: [mayor update.docx](#)
Importance: High

Hi Lucy and Simon,

I've sent the attached briefing to Andy Brown and his team and their feedback is that Val's team would send the current version back as it's not reassuring enough. What they would like us to do is to address some of the challenges with what we're doing to mitigate the risk and issues.

I think the briefing currently answers most of the specific points the Mayor raised, the only one we've not addressed is the issue what pressure we're putting on General Electric's and Alstom. Do you have anything on them that can be included?

Sorry this is all taking a while!

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: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: Mayoral update
Date: 15 February 2018 09:09:01
Attachments: [Mavoral update.docx](#)

Attached is an updated version which I think addresses the issues you raised.

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: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Adams Simon](#)
Subject: Mayor's briefing
Date: 19 February 2018 15:50:01
Attachments: [Weekly Mayor Update 150218.docx](#)

Hi Lucy and Simon,

I hope you're well. I was wondering if you have the info we could use to start this week's Mayoral update please? Attached is last week's version, we just need to include some bullet points under each heading for the update.

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Advisor to the Managing Director, London Underground

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

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Wild Mark \(CEO Crossrail\)](#); [Clarke Phil \(ELLP\)](#)
Subject: Re: BT Weekly Report - Good to Go!
Date: 26 February 2018 11:33:04

Personally I'd prefer to leave as is on basis that (i) as I said, wording has been agreed with BT so we start elaborating then we have to either recirculate or find BT say that's not agreed (ii) I don't think we want to say we are 'working together' to confirm the impact, they simply told us on Thursday - if we end up portraying their changes as ours (or agreed) that's not correct - they've produced bad software and will delay full Stage 2, we need to keep that clear.

Howard

Sent from my iPad

On 26 Feb 2018, at 11:22, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)> wrote:

Thanks Howard. Are you happy with the amended bullet below?

~~<!--[if !supportLists]-->•<!--[endif]-->BT Stage 2 software (Release 6.2) tests are underway. BT have informed TfL that further releases may be needed due to defects found in R6.2. It has been agreed that Stage 3 takes precedence and it may be necessary to defer the Stage 2 software dates which will have an impact on forecast approvals for the passenger service of 4 trains per hour between Paddington and Heathrow Terminals 2/3 and 4. BT and TfL are working together to confirm the impact of the software defect and an update will be provided by BT for next week's report. ~~Stage 2 software dates are therefore shown as to be confirmed (TBC) by BT for the next weekly report.~~~~

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

Sent: 26 February 2018 11:15

To: Mannah Sylvia

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

Subject: Re: BT Weekly Report - Good to Go!

Sylvia,

Yes exactly that re last bullet but - as I said - BT wanted to take it away and see if that's what they really wanted to do, to be confirmed next week. Important thing is they do now realise they can't just reprogramme - their dates have implications and consequences - they have never really got that fully. Wording should make clear this is a BT slip, not something we have been planning with them (first time they mentioned it was last Thursday).

Howard

Sent from my iPad

On 26 Feb 2018, at 11:07, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)> wrote:

Howard, thank you very much once again. I have made some very minor amends which I don't think changes the content of any of the bullet. One thing that I suspect Mike's office will ask is in relation to the last bullet and what that means - is that we effectively saying that the Stage 2 contingency plan will have to be operated for longer than we currently planned and if so could I include a line which says the forecast date is to be confirmed but we are working with BT to confirm the impact and an update will be provided in next week's report?

I will confirm who will be issuing it - it may be either Mike's office or Val's office but I will confirm and let you know. I'll also make sure that whoever issues it copies you in.

Thanks,

Sylvia

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

Sent: 26 February 2018 10:55

To: Mannah Sylvia

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

Subject: BT Weekly Report - Good to Go!

Sylvia,

Final wording attached. Removed caveat re BT as Andy Derbyshire (on behalf of Per Allmer) has said he's OK. Changes to third bullet re Second 9-Car unit and small change to final bullet -

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both at BT request.

Good to go as far as I am concerned. Will need to agree who copies to BT (Beaudoin, Troger and Allmer) and obviously please ensure I'm copied in so I'm 100% on what's been sent.

Presume Mikes office.

Howard

Elizabeth line Bombardier Weekly Report 26th February 2018

(This is the first weekly report to City Hall and the Bombardier Chairman)

Top Activities and Issues

- 35 trains completed
- 12 7-Car trains (same as last week) based in Ilford and available for service on Shenfield line
- First 9-Car train started testing on Great Western Main Line between Paddington and Maidenhead (Tweeted by TfL on Monday 19th Feb), second unit due 26th Feb
- A 9-Car train was tested in Heathrow tunnel using European Train Control System ('ETCS') signalling overnight on 23rd Feb
- Train testing and approvals were completed in time for the start of testing in the Crossrail Central Operating Section ('COS') which commenced 25th Feb. This is for trains driven by staff and not in automatic operation
- Further approvals are being prepared for the start of automatic (AM) operation testing in COS from 25th March
- Bombardier Transportation (BT's) mobilisation continues, ready for bringing Old Oak Common Depot into use from 1st March
- BT Stage 2 software (Release 6.2) tests are underway. Further releases may be needed due to defects found in R6.2. Stage 3 takes precedence and it may be necessary to defer Stage 2 software dates which impact on forecast approvals for passenger service. Stage 2 software dates are therefore shown as to be confirmed (TBC) by BT for the next weekly report.

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 ('ETCS'))	27 th Feb	5 th March
Approval for ETCS driver training on Great Western	24 th Aug	TBC
Approvals for ETCS Passenger Service	28 Sept	TBC
Stage 3		
Completion of Transition testing at Melton ready for Central Operating Section ('COS') Dynamic Testing	29 th Jan	Complete
Approval of CBTC for COS Trial Operations	22 nd Jun	22 nd Jun
Availability of 22 trains for Trial Running in COS	13 th Aug	13 th Aug
Approval of CI 345 for Stage 3 Passenger Service	10 th Oct	10 th Oct
Start of Stage 3 Passenger Service	9 th Dec	9 th Dec
Old Oak Common Depot		
Section A Brought into Use ('BIU')	1 st Mar	1 st Mar
Section B1 BIU	11 th Apr	11 th Apr
Section C BIU	30 th May	30 th May

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From: [Doyne Stephanie](#)
To: [Steer Tim](#); [Claire Hamilton](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Subject: RE: Crossrail
Date: 15 February 2018 13:39:15
Attachments: [Weekly Mayor Update 150218.docx](#)

Hi both,
Please see attached.
Let us know if you require any further information.
Kind regards
Stephanie

From: Tim Steer [mailto:██████████@london.gov.uk]
Sent: 12 February 2018 17:16
To: Brown Andy (Corporate Affairs); Keane Kate; Doyne Stephanie
Cc: Claire Hamilton
Subject: FW: Crossrail

Hi Andy, Kate, Steph,

The Mayor has requested a weekly update note on Crossrail progress, including “progress towards key milestones and an honest and candid view on problems and issues that have arisen (including industrial relations)”. It should also include updates on funding and progress against budget. It needs to be with the Private Office on a Thursday to get in his weekly reading so would need to come to Val on a Wednesday evening I think.

Also, the Mayor has asked some specific questions for a separate response, please:

- Where are we on energisation
- Update on pressure on Bombardier / General Electric's / Alstom
- The contingency money being exceeded
- Did TfL take up offer from TfL board members to use their influence to put pressure on contractors

Happy to discuss how best to take both requests forward.

Tim

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Adams Simon](#)
Subject: RE: Crossrail
Date: 20 February 2018 18:23:42
Attachments: [Weekly update_we180223v2.docx](#)

Here you go Sylvia, I've updated what I sent through earlier today inc. IR where tomorrow's strike has now been called off.

Simon – you will probably want to adjust the cost wording – I'm not sure how you'll want to pitch it or how much detail you want to include but please bear in mind our Board still hasn't seen the bookend calcs.

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: 20 February 2018 10:05

To: Howard Smith; Lucy Findlay

Cc: Wild Mark (MD); Adams Simon

Subject: FW: Crossrail

Howard and Lucy,

Please see the email below. As the meeting is at 11am, I'd be grateful for urgent responses.

Best wishes,

Sylvia

From: Doyne Stephanie

Sent: 20 February 2018 10:01

To: Mannah Sylvia

Cc: Keane Kate

Subject: FW: Crossrail

Hi Sylvia,

Please see below some feedback from the Mayor.

Let us know if you have any issues with answering these points.

Kind regards

Stephanie

From: Tim Steer [mailto:[REDACTED]@london.gov.uk]

Sent: 19 February 2018 18:33

To: Brown Andy (Corporate Affairs); Doyne Stephanie; Claire Hamilton

Cc: Keane Kate

Subject: RE: Crossrail

Hi all

The Mayor has read it and is appreciative of the new briefings. He has posed a few questions..

2.7 – when will the board members do a deep dive session for getting them to use their relationships with contractors?

On costs – in this week's note, can we have a para or two on how any cost overruns would be met (should we get to that position)

On 4.1 – Pudding Mill Lane explosion – are there remedies (e.g. compensation) open to us?

On 4.3 – what else other than micromanaging can and should we be doing?

On 6 – industrial relations – will the strikes have an impact on timelines?

Can I leave these with you..?

Thanks,

Tim /

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Shaunadevlin](#); [Wild Mark \(CEO Crossrail\)](#)
Subject: RE: Draft Bombardier Weekly Report
Date: 26 February 2018 08:30:14

Sylvia,

Thanks. The last bullet basically means that BT announced on Thursday that because of the number of bugs they will likely need another software release for Stage 2 which given Stage 3 is the priority will push Stage 2 back further. If we don't reference this in this week's report then we will start 'proper' reporting next week with an immediate report of delay. If we do report it this week it pushes dates back in a way we don't want and actually means we are reporting that autumn for Stage 2 is close to lost already.

I'm planning to change the dates for this in the table to 'TBC' and use the text (expanded as its obviously not clear) as above.

Plan for today, amend in next 30 mins, send to BT for info saying we have been asked for a weekly report today and tell them what I'm submitting. From this week onwards we will draw up the report Thursday, agree it Friday and it can go to City Hall Monday (via you I presume).

So, in summary will have updated report available by 10.00 today – good to go.

(oh yes and in the midst of all this dynamic testing started overnight and we had a good run to Heathrow under ETCS control on Friday).

Howard

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]
Sent: 25 February 2018 11:11
To: Howard Smith
Cc: Shauna Devlin; Wild Mark (MD)
Subject: Re: Draft Bombardier Weekly Report
Howard,

Thanks again for this and sorry for the delayed feedback. I think it looks great and I've made some very minor amends to the bullets which I've put in bold for ease. Only question is with regards to the last bullet point and sorry if I'm being dim but I don't understand it.

Best wishes,

Sylvia

Elizabeth line Bombardier Weekly Report 26th February 2018

Top Activities and Issues

- XX trains have been completed
- 12 7-Car trains (same as last week) have been brought down to London and are available for service on the Shenfield to Liverpool Street line
- First 9-Car train started testing on the Great Western Main Line between Paddington and Maidenhead (Tweeted by TfL on Monday 19 February)
- The 9-Car train was tested in the Heathrow tunnel using European Train Control System ('ETCS') signalling overnight on 23rd February
- Train testing and approvals have been completed ready for the start of testing in the Crossrail Central Operating Section ('COS') from 25th Feb. It will be manually driven by staff and not in automatic operation.
- Approvals are being prepared for the start of AM (automatic) operation testing in COS from 25th March
- Mobilisation continues for bringing the Old Oak Common Depot into use from 1st March
- Due to a high number of defects found in software release R6.2 and the prioritisation of Stage 3, a new release added for Stage 2 which delays forecast approvals for passenger service

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

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 ('ETCS'))	27 th Feb	5 th March
Approval for ETCS driver training on Great Western	24 th Aug	12 th Oct
Approvals for ETCS Passenger Service	28 Sept	11 th Nov
Stage 3		
Completion of Transition testing at Melton ready for Central Operating Section ('COS') Dynamic Testing	29 th Jan	Complete
Approval of CBTC for COS Trial Operations	22 nd Jun	22 nd Jun
Availability of 22 trains for Trial Running in COS	13 th Aug	13 th Aug
Approval of CI 345 for Stage 3 Passenger Service	10 th Oct	10 th Oct
Start of Stage 3 Passenger Service	9 th Dec	9 th Dec
Old Oak Common Depot		
Section A Brought into Use ('BIU')	1 st Mar	1 st Mar
Section B1 BIU	11 th Apr	11 th Apr
Section C BIU	30 th May	30 th May

Sent from my iPhone

On 23 Feb 2018, at 20:04, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Howard, thank you very much for this! I'll review it tomorrow and inform you of any comments.
Have a great weekend.

Sylvia

Sent from my iPhone

On 23 Feb 2018, at 19:59, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Sylvia, Mark,

First draft Bombardier section for Weekly Mayoral Report. As discussed with Sylvia I think this is a week too early and the format and content has not been agreed with Bombardier as there has not been time. I'm not planning to send it to them until Monday in case we have significant changes that we ourselves want to make.

Main decision this time is whether to highlight the new Stage 2 forecast dates as delays (they actually are – as noted resulting from the high number of defects found in testing of the Driver Machine Interface ('DMI') component of R6.2) or accept them into the base programme and report against the new dates (which are still at a stretch 'autumn' although with driver training etc/mileage etc exacto to be added there is further time to be added at the end.

I'm sure it can (will) be criticised as too 'technical' but all the acronyms are spelled out and if it's turned into a plain English version some of the precision will be lost and different interpretation will become more of an issue.

Feedback appreciated, will finalise Monday if required.

Good weekend

Howard

Elizabeth line Bombardier Weekly Report 26th February 2018

Top Activities and Issues

- XX trains completed
- 12 7-Car trains (same as last week) bought and available for service on Shenfield line
- First 9-Car train started testing on Great Western Main Line between Paddington and Maidenhead (Tweeted by TfL)
- 9-Car train tested in Heathrow tunnel using European Train Control System ('ETCS') signalling overnight 23rd Feb
- Train testing and approvals completed ready for start of testing in Crossrail Central

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

Operating Section ('COS') from 25 Feb. Staff Accountable, not automatic operation.

- Approvals being prepared for start of AM (automatic) operation testing in COS from 25th March
- Mobilisation continued for bringing into use of Old Oak Common Depot from 1st March
- Due to high number of defects found in software release R6.2 and prioritisation of Stage 3, a new release added for Stage 2 which delays forecast approvals for passenger service

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 ('ETCS'))	27 th Feb	5 th March
Approval for ETCS driver training on Great Western	24 th Aug	12 th Oct
Approvals for ETCS Passenger Service	28 Sept	11 th Nov
Stage 3		
Completion of Transition testing at Melton ready for Central Operating Section ('COS') Dynamic Testing	29 th Jan	Complete
Approval of CBTC for COS Trial Operations	22 nd Jun	22 nd Jun
Availability of 22 trains for Trial Running in COS	13 th Aug	13 th Aug
Approval of CI 345 for Stage 3 Passenger Service	10 th Oct	10 th Oct
Start of Stage 3 Passenger Service	9 th Dec	9 th Dec
Old Oak Common Depot		
Section A Brought into Use ('BIU')	1 st Mar	1 st Mar
Section B1 BIU	11 th Apr	11 th Apr
Section C BIU	30 th May	30 th May

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

Sent: 23 February 2018 15:44

To: Howard Smith

Cc: Shauna Devlin

Subject: RE: LU's FoI process

Thanks Howard, I really appreciate it. If there is anything I can do to help you then let me know – I have the 7 key dates that Bombardier have agreed to as part of the MOHS so I will put them into a table ready to slot into your document.

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

Sent: 23 February 2018 15:19

To: Mannah Sylvia

Cc: Shaunadevlin

Subject: RE: LU's FoI process

Sylvia,

I've meetings till 17.00 (about Bombardier!).

If we have to have a report for Monday I can do one but it won't be agreed dates or text with Bombardier and it will have very limited time for checking.

It seems bizarre to me but will do if that's the instruction.

Howard

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

Sent: 23 February 2018 12:41

To: Howard Smith

Cc: Shauna Devlin

Subject: RE: LU's FoI process

Howard,

I understand, but it really is City Hall asking I promise!

SM

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

Sent: 23 February 2018 12:30

To: Mannah Sylvia

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

Cc: Shaunadevin
Subject: RE: LU's FoI process
Sylvia,

Sorry they can't have it this Monday as we haven't agreed scope and content (dates) and sign off and no point at all sending the first 'joint' report to find the facts are disputed. Don't normally moan but I am spending so much time reporting it really is beginning to hamper actually delivering.
Is it really City Hall

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 23 February 2018 11:39
To: Howard Smith
Cc: Shauna Devlin
Subject: RE: LU's FoI process

Can you please give me a call when you have a moment, I believe City Hall are expecting the first joint TfL / Bombardier briefing this Monday.

Thanks,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 23 February 2018 10:25
To: Mannah Sylvia
Cc: Martin Stuckey (Crossrail); Shaunadevin
Subject: RE: LU's FoI process

Sylvia,
Martin Stuckey for my team or if in any doubt direct to Shauna and she will check with me (as usually happens). We get almost none as 'Crossrail/Elizabeth line Ops' and CRL Project have a separate process which is being transitioned to TfL separately.
Kind regards
Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 20 February 2018 13:50
To: Clark George (Engineering); Coff Tanya; Hughes David (Director); Collis Jill; Holness Nigel (Director of Network Operations); McNaught Peter (Director of Asset Operations); Howard Smith; Sheridan Caroline (Renewals & Enhancements Director); Dent Nick (Director of Line Operations); Woodhead Brian (Director of Customer Service)
Cc: Price Amanda; Tucker John; Zainul Jayne A; Hickman Misha; Joyce Pauline; Margiotta Alexis; Goulbourne Felicia (PA to Director of Network Operations); Dourecannou Do-Mai-Anh (PA to Director of Asset Operations); Shauna Devlin; Prendeville Rosemarie; O'Brien Jackie (PA to Director of Line Operations); Barrow Alexandra (PA to Director of Customer Service)
Subject: LU's FoI process

Hi all,
As I mentioned during last week's roundtable, we currently don't have an established FoI process which means that in most cases you're not sighted on the 'complex FoI's' that Mark has to approve which in a number of cases end up as media stories. Attached is the process I would like us to adopt. All I need from you is the names of two people in your areas who will be responsible for handling your FoI's. Please can you submit the names to me by Wednesday 28 February.

If you have any question, then do let me know.

Thanks,
Sylvia
Sylvia Mannah

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

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
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To: [external howard Smith](#); [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#); [Shaunadevlin](#)
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Date: 27 February 2018 11:48:31
Attachments: [Elizabeth line and Bombardier weekly briefing 260218 v4 final.docx](#)

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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:

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

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[REDACTED] | [REDACTED]

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Sent: 27 February 2018 10:57

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Cc: Doyne Stephanie; Shaunadevlin

Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

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Cc: Doyne Stephanie

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[Redacted]

From: Doyne Stephanie
Sent: 26 February 2018 12:04
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I do have some concerns about how the note is written/the information included but interested to hear what you think?

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Thanks,

Sylvia

Sylvia Mannah

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From: [Howard Smith](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#); [Shaunadevlin](#)
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Date: 27 February 2018 10:57:18
Attachments: [Elizabeth line and Bombardier weekly briefing 260218 v4.docx](#)

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]
[REDACTED]

suggest just leave as fact '12 out of an eventual 15'.

Will circulate to BT tonight.

Howard

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

[REDACTED] | [REDACTED]

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](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:\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.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

[REDACTED] | [REDACTED]

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](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:\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.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,

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

[REDACTED] | [REDACTED]

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

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

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)

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [external howard Smith](#); [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Date: 26 February 2018 18:16:53
Attachments: [Elizabeth line and Bombardier weekly briefing 260218 \(HS-AB comments\) v2.docx](#)

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Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

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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,

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Andy

[Redacted]

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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

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

Steph,

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Thanks,

Sylvia

Sylvia Mannah

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

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To: [Howard Smith](#); [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Date: 26 February 2018 18:16:52
Attachments: [Elizabeth line and Bombardier weekly briefing 260218 \(HS-AB comments\) v2.docx](#)

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Subject: RE: Elizabeth line and Bombardier weekly briefing 260218

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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,

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Thanks

Andy

[Redacted]

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

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Kind regards

Stephanie

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

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To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Date: 26 February 2018 17:40:41
Attachments: [Elizabeth line and Bombardier weekly briefing 260218 \(HS-AB comments\).docx](#)

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Howard

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Andy

[REDACTED] | [REDACTED]

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To: Mannah Sylvia; Howard Smith
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Importance: High

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Thanks

Andy

[Redacted]

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

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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?

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

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To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Date: 26 February 2018 17:40:40
Attachments: [Elizabeth line and Bombardier weekly briefing 260218 \(HS-AB comments\).docx](#)

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[Redacted] | [Redacted]

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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)
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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Date: 26 February 2018 14:54:52
Attachments: [Elizabeth line and Bombardier weekly briefing 260218.docx](#)
Importance: High

Hi Sylvia and Howard,

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?

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Sylvia

[Sylvia Mannah](#)

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

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

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#); [Howard Smith](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Date: 26 February 2018 14:54:51
Attachments: [Elizabeth line and Bombardier weekly briefing 260218.docx](#)
Importance: High

Hi Sylvia and Howard,

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.

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Subject: FW: Elizabeth line and Bombardier weekly briefing 260218
Importance: Low

Hi Andy,

Please see attached.

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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,

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Thanks,

Sylvia

[Sylvia Mannah](#)

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

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From: [Howard Smith](#)
To: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Mannah Sylvia](#); [Doyne Stephanie](#); [Shaunadevlin](#)
Subject: RE: Elizabeth line and Bombardier weekly briefing 260218
Date: 28 February 2018 17:42:53

Thanks it does.

1. 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.
2. 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.
3. 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.
4. 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).
5. 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
6. 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:████████@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
☎: ██████████ (ext. ██████)
📞: ██████████
✉: ██████████@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

██████████ | ██████████

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

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

Sent: 27 February 2018 12:53

To: Brown Andy (Corporate Affairs)

Cc: Mannah Sylvia; Doyne Stephanie; Shaunadevin

Subject: Re: Elizabeth line and Bombardier weekly briefing 260218

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

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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]

[REDACTED] suggest just leave as fact '12 out of an eventual 15'.

Will circulate to BT tonight.

Howard

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

[REDACTED] | [REDACTED]

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](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:\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.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

[REDACTED] | [REDACTED]

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

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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,

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

[REDACTED] | [REDACTED]

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

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

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From: [Mannah Sylvia](#)
To: [Adams Simon](#)
Subject: RE: mayor update (2)
Date: 14 February 2018 12:53:05
Attachments: [mayor update.docx](#)

Thanks Simon, it does help – I'm making some minor language tweaks and have seen an email that Mark has received on energisation which I've included and highlighted for ease. I'll update your table but would be grateful for nay final comments asap.

Thanks,
Sylvia

From: Adams Simon
Sent: 14 February 2018 12:43
To: Mannah Sylvia
Subject: mayor update (2)

Just managed to grab 5 mins to look at appendix 1. I have removed the introductory note and updated with the MHOS dates from the ELRB pack, as shown in the attached, if it helps.

Simon

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Adams Simon](#)
Cc: [external howard Smith](#)
Subject: RE: Mayoral update
Date: 14 February 2018 22:23:14
Attachments: [mayor update.docx](#)

Happy valentines! I'm stuffed with cheese soufflé.

Anyway please find attached my attempt at beefing up the briefing note – in track changes. Please do have a read through for sense and appropriateness.

Lucy

Lucy Findlay

Chief of Staff

Crossrail Ltd

T: [REDACTED]

From: [Mannah Sylvia](#)

Sent: 14 February 2018 17:29

To: [Lucy Findlay](#); [Adams Simon](#)

Cc: [Howard Smith](#)

Subject: Mayoral update

Importance: High

Hi Lucy and Simon,

I've sent the attached briefing to Andy Brown and his team and their feedback is that Val's team would send the current version back as it's not reassuring enough. What they would like us to do is to address some of the challenges with what we're doing to mitigate the risk and issues.

I think the briefing currently answers most of the specific points the Mayor raised, the only one we've not addressed is the issue what pressure we're putting on General Electric's and Alstom. Do you have anything on them that can be included?

Sorry this is all taking a while!

Thanks,

Sylvia

Sylvia Mannah

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

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

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From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Mayoral update
Date: 15 February 2018 12:45:19
Attachments: [Weekly Mavor Update 150218.docx](#)

Can you just have a quick scan and make sure your happy before I send it over.
I have added in a section about Board Members let me know if your happy with what it says.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 15 February 2018 09:09
To: Doyne Stephanie; Brown Andy (Corporate Affairs)
Subject: Mayoral update
Attached is an updated version which I think addresses the issues you raised.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Mayor's briefing
Date: 20 February 2018 09:29:30
Attachments: [Weekly update we180223.docx](#)

Here you go Sylvia

You'll see there are a few bits which will have to be populated after certain meetings e.g. TFL PIC, Mayor's meeting with Beaudoin today, status of potential strike tomorrow?

And as below I may be able to update a few more bits after our excom on Wednesday.

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: 19 February 2018 15:53

To: Lucy Findlay; Adams Simon

Subject: RE: Mayor's briefing

Thanks Lucy – we can progress with the draft and if anything comes out of the meeting on Wednesday afternoon, then we can update the pack on Thursday morning.

Thanks,

Sylvia

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

Sent: 19 February 2018 15:52

To: Mannah Sylvia; Adams Simon

Subject: RE: Mayor's briefing

I can have a go against some of the items – but in week 3 we don't have an excom on a Monday morning.....it's a full excom on Wednesday for 1/2 the day

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: 19 February 2018 15:50

To: Lucy Findlay; Adams Simon

Subject: Mayor's briefing

Hi Lucy and Simon,

I hope you're well. I was wondering if you have the info we could use to start this week's Mayoral update please? Attached is last week's version, we just need to include some bullet points under each heading for the update.

Thanks,

Sylvia

Sylvia Mannah

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

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Our favourite time of the week
Date: 27 February 2018 15:16:45
Attachments: [Weekly Mayor Update 010318.docx](#)

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]

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]

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]

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

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Our favourite time of the week
Date: 27 February 2018 11:50:07
Attachments: [Weekly Mayor Update 010318.docx](#)

Ok – not sure what level of detail on that to provide – any particular aspect, handover dates, completion dates????

Attached is the briefing that I've updated so far in case useful

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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From: [Mannah Sylvia](#)
To: [Adams Simon](#); [Findlay Lucy](#)
Subject: RE: Our favourite time of the week
Date: 28 February 2018 16:33:31

[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

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Sylvia Mannah

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#)
Cc: [Adams Simon](#); [external howard Smith](#)
Subject: Re: Urgent - briefing for the Mayor
Date: 14 February 2018 14:36:39

Yes that new para is fine

Lucy Findlay
[REDACTED]

On 14 Feb 2018, at 14:33, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Sorry now included.

<!--[if !supportLists]-->1.1 <!--[endif]-->CRL achieved a major milestone when energisation of the eastern part of the tunnels (Zones 1 & 2) commenced on 1 February 2018. However, this is three months later than scheduled as a consequence of faults in the equipment installed at Pudding Mill Lane and the voltage transformer failures in November, and leaves significant challenges ahead, particularly in the fit-out of the signalling and communications systems and energisation of the western part of the tunnel (Zones 3 & 4).

<!--[if !supportLists]-->1.2 <!--[endif]-->In the early hours of Wednesday 14 February, Crossrail achieved a major milestone with the energisation of the new overhead line in the eastern areas between Abbey Wood / Stratford to Whitechapel). Over the next couple of weeks there will be a number of tests to prove this installation works (and importantly that they do not have an adverse impact on LU). However this should mean that Crossrail will be able to start their initial dynamic testing of the trains by the end of the month in the eastern part of the tunnels up to near Whitechapel station.

From: Mannah Sylvia
Sent: 14 February 2018 14:22
To: Findlay Lucy
Cc: Adams Simon; external howard Smith
Subject: RE: Urgent - briefing for the Mayor
Importance: High

Lucy and Simon,

Mark received an update on energisation this morning which I've included in 4.2 of the briefing. Can you please confirm if you're happy for me to include it?

Thanks,

Sylvia

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

Sent: 14 February 2018 09:24
To: Mannah Sylvia
Cc: Adams Simon; external howard Smith
Subject: Re: Urgent - briefing for the Mayor

Hi Sylvia on IR I've focussed on Woolwich below. If the vgc issue re-emerges we can include in subsequent weekly notes. Apologies for format below but I'm in a meeting all day and doing on my phone.

On 21 December Unite the Union announced that their members who are electricians working for Balfour Beatty at Woolwich had voted in favour of strike action regarding a dispute over their demand for an enhanced second tier payment and a completion bonus. This would be in addition to a previously agreed productivity bonus between Balfour Beatty and Unite.

A day of strike action took place on 10 January and a subsequent one on 30 January and an announcement made of four further strike days on 7,14,21 and 28 February. On 13 February Unite announced that

the strike planned for 14 February had been postponed by Unite ahead of a meeting which is scheduled with Balfour Beatty for this Friday.

Lucy Findlay
[REDACTED]

On 13 Feb 2018, at 22:41, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Thanks Lucy and yes please to include something on the existing IR issues.

Thanks,

Sylvia

Sent from my iPhone

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

On 13 Feb 2018, at 22:17, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Thanks Sylvia

Attached some suggested changes and comments (major one is that the risks and issues table doesn't reflect (dates or content) of the latest ELRB slide set from 9 Feb meeting) and I've beefed up the cost section a bit on actions being taken – if I were the mayor I think I'd want to know what was being done about something..

It doesn't cover industrial relations either – if you want to include something on latest with WOO electricians and ongoing potential issue with VGC works train controllers please let me know. The planned strike day at WOO tomorrow was called off by Unite today.

Regarding TfL Board members and our Tier 1 contractors – the approach of discussing at the deep dive seems sensible. There will be considerable sensitivity on that point (potentially from our Board and Chairman) but if Terry is there when it's discussed it might be more manageable.....

Lucy

Lucy Findlay

Chief of Staff

Crossrail Ltd

T: [REDACTED]

From: [Mannah Sylvia](#)

Sent: 13 February 2018 16:31

To: [Lucy Findlay](#)

Subject: Urgent - briefing for the Mayor

Importance: High

Hi Lucy,

Can you please give me a call when you have a moment – 07738604141

As I think you're aware, we were asked to produce a periodic update for David Bellamy, the Mayor's Chief of Staff and below is what we were planning to issue this Friday (currently with Mark Wild for approval). This morning we received an email from the Mayor's office stating that the Mayor would now like a weekly update note on Crossrail progress including "progress towards key milestones and an honest and candid view on problems and issues that have arisen (including industrial relations)". It should also include updates on funding and progress against budget. [It needs to be with his private office on Thursday so we need to have it ready for Val by midday tomorrow.](#)

Also, the Mayor has asked some specific questions for a separate response, please:

- Where are we on energisation
- Update on pressure on Bombardier / General Electric's / Alstom
- The contingency money being exceeded
- Did TfL take up offer from TfL board members to use their influence to put pressure on contractors

We propose to send the note below as it addresses all the relevant points with the exception of the TfL Board bullet point. For that I propose the response is that a deep dive meeting is being scheduled with Board members but the date has not been confirmed yet. Once that meeting has occurred, we will be able to update on what help and support the Board member can provide in terms of putting pressure on contractors.

Thanks,

Sylvia

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Crossrail update

Date: 09 February 2018

1 Purpose

- 1.1 This paper provides an update on the status of the Crossrail Project/ Elizabeth line project.

2 Headlines

- 2.1 At the TfL Board meeting on 30 January, we reported that the Crossrail programme is facing significant emerging cost and schedule pressures (Appendix A), which continue to be actively managed by Crossrail Ltd (CRL).
- 2.2 Whilst good progress continues to be made across a number of areas on the project such as station fit-out and elements of system wide installation, overall delivery remains behind forecast. This has resulted in greater compression (and therefore increased risk) in the remaining programme of activities required to achieve the launch of Elizabeth line services on 9 December 2018. In many cases, this will mean undertaking key activities concurrently, such as the final stages of fitting-out, testing and beginning of trial operations, putting further strain on the critical path.
- 2.3 Key challenges include maintaining the programme for handover to TfL's maintainers and operators (London Underground, Rail for London and MTR) including the delivery of key safety and regulatory documentation.
- 2.4 Bombardier Transportation's (BT) development and integration of train software remains a significant risk to the programme. The latest version of CRL's delivery schedule, the Master Operating Handover Schedule (MOHS) - will be finalised by March 2018 – and will be critical in setting out how CRL plans to achieve key milestones, and ultimately, deliver a fully integrated railway.

3 Cost

- 3.1 CRL's cost position remains a significant concern. CRL's 'most likely' forecast for central section delivery remained unchanged at Period 10 (10 December to 6 January) at £12,507m - which would result in a drawdown of £595m of the £600m TfL contingency (with the likelihood of the contingency being exceeded assessed at around 20 percent). However, CRL's outturn cost forecast for the central position is expected to increase further once updated to reflect the revised MOHS.
- 3.2 The forecast cost for Network Rail's delivery of the 'On Network Works' (ONW) remains unchanged at £2.530m, against the original budget of £2.300m. Under the Crossrail agreements, this cost overrun is a DfT held risk, and additional funding has been accordingly been allocated by the Department. It is understood that further ONW cost pressures may be emerging, which will of course exacerbate the overall funding shortfall facing the Sponsors.

4 Programme and Schedule

- 4.1 CRL achieved a major milestone when energisation of the eastern part of tunnel (Zones 1 & 2) commenced on 1 February 2018. However, this is still three months later than scheduled and leaves significant challenges ahead, particularly in the fit-out of the signalling and communications systems and energisation of the western part of the tunnel (Zones 3 & 4). The next activity will be to commence dynamic testing in Zones 1 & 2, which is scheduled for late February.
- 4.2 Within the central tunnel section, a number of works remain on the critical path to full opening, including station delivery at Paddington, Bond Street and Woolwich. These works need to be completed to enabling station testing, staff training and gaining required safety and regulatory approvals.
- 4.3 Bombardier is continuing with the development and integration of the on-train software, including integration of the three signalling systems necessary for the full service. Bombardier provided a revised programme in January. This is judged to be deliverable but has limited time for rework and re-approval and relies on successful testing of the train with the various trackside systems, including the Communications Based Train Control System (CBTC) used in the Central Section.
- 4.4 In addition to delivering the individual components of a highly complex and

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interdependent programme, integration of the assets and services will be key. This will require all of the key stakeholders, including the operators and Network Rail to work together to ensure that this is achieved.

5 Stage opening

5.1 CRL has now communicated to its key stakeholders that it has made a decision to implement a contingency plan for Stage 2. This plan will provide 2 trains per hour (tph) to Heathrow Terminal 4 and 2tph to Hayes and Harlington. While this does not initially meet Sponsors Requirements, it does reduce the risk that the Stage 2 opening date would not be met altogether and allows Bombardier to focus even more closely on delivering the Stage 3, Central Section, requirements. To deliver the Stage 2 contingency, there is still the need to deliver a Class 345 into passenger service from the new Depot at Old Oak Common with the necessary train functionality including Selective Door Opening (SDO) which is not needed for their current use on TfL Rail's Shenfield to Liverpool Street services.

Appendix A: Table of key risks and issues

Stage 2		
Issues arising from integration of on-board ETCS with infrastructure and associated delays to Regulatory Approvals	Initial ETCS integration testing start 12 Jan '18	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.	Handover 5 Jul '18	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 / CBTCS (v 6.1.1 & v7) impacts activities for Dynamic Testing.	Train tested & delivered to central section 29 Jan '18	CBTC Testing started at Old Dalby. Revised plans developed to continue testing to build contingency to start of testing in central section 29 Jan '18.
Risk of delays to commissioning of NR interfaces impacting trial running	Blockades Z1&2 3-24 Mar 18 Z3&4 6-20 May18	Recovery plans under development for installation of C620 equipment on NR lines to Stratford
Risk of insufficient time to undertake trial operations activity	Trial Ops 06 Aug '18	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 06 Aug '18	LU Readiness Board overseeing this activity
Preferred delivery option and programme for wifi and 4G for passengers from stage	Handover 5 Jul '18 9 Dec '18	Confirm programme and way forward. Scope and confirm funding.

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opening and Maintenance teams from handover.		
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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Adams Simon](#); [external howard Smith](#)
Subject: RE: Urgent - briefing for the Mayor
Date: 13 February 2018 22:17:35
Attachments: [image002.png](#)
[image004.png](#)
[mayor update.docx](#)

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TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Crossrail update

Date: 09 February 2018

Manifesto commitment(s) <i>n/a</i>	Draft Mayor's Transport Strategy (MTS) <i>n/a</i>
--	---

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Preferred delivery option and programme for wifi and 4G for passengers from stage opening and Maintenance teams from handover.	Handover 5 Jul '18 9 Dec '18	Confirm programme and way forward. Scope and confirm funding.

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Shaunadevlin](#)
Subject: RE: Weekly Mayor Update 010318 (3)
Date: 28 February 2018 17:13:20
Attachments: [Weekly Mayor Update 010318 \(V4\)docx.docx](#)

Sylvia,

Apologies for not getting back earlier. Draft (v4) attached. I've tidied up the BT section adding test information, removing a duplicated para and changing the 26th Feb to past tense.

Rest is OK – only observations, which I should have made last week, is that its fairly glass half full (not wrong but on the optimistic side rather than the opposite), the milestones and achievements are largely physical and ignore some of the things we worry about as infrastructure managers and operators, such as asset information and training. It's also wrong to dismiss LU stations being ready as 'being managed by LU Readiness Board' (in the table) – that's the just the process for handling things internally, it's not sorting what needs to come across from CRL and contractors.

Suggest we might want to address these issues next week – when we have more time.

Hope that helps

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 27 February 2018 17:35
To: Howard Smith
Cc: Shauna Devlin
Subject: Weekly Mayor Update 010318 (3)

Hi Howard,

Attached is the latest version of the Thursday briefing for the Mayor – Lucy has complied the majority of it and I've included some of the info from the pack that went to the Mayor today. Waiting for Simon to include the relevant finance info but would be grateful for your initial views on it.

Thanks,

Sylvia

Sylvia Mannah

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

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 150218
Date: 15 February 2018 12:24:48

Thanks Steph. This is good - if we can add in the comment about having set up a meeting with Board Members to take them through the detail (and where we will explore with them opportunities for their helping us with contractor relationships).

The one thing I think is missing is that Appendix A is very oriented around risks rather than a list of key dates. I would expect City Hall to want to see a list of the most important schedule dates - and then a narrative each week if any have changed / slipped.

But let's get this note over as it is (with the additional Board Member point above) and see what they come back with. Better to get the ball rolling with comments, I think.

Andy



From: Doyne Stephanie
Sent: 15 February 2018 11:43
To: Brown Andy (Corporate Affairs)
Subject: Weekly Mayor Update 150218

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#); [Mannah Sylvia](#)
Cc: [Keane Kate](#)
Subject: RE: Weekly Mayor Update 220218
Date: 22 February 2018 18:24:38
Attachments: [Weekly Mayor Update 220218 mb.docx](#)

Sylvia - FYI attached tracked changes from Mike

We will get this over to City Hall now

Andy

[REDACTED]

From: Doyne Stephanie
Sent: 22 February 2018 14:05
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate
Subject: FW: Weekly Mayor Update 220218
FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 22 February 2018 14:03
To: Doyne Stephanie
Subject: Weekly Mayor Update 220218
We're happy with this.

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Adams Simon](#); [external howard Smith](#)
Cc: [Hughes David \(Director\)](#)
Subject: RE: Weekly Mayor Update 220218 mb.docx
Date: 23 February 2018 14:50:15

Lucy,

Yes it was sent without the track and yes let's discuss the transparency in the call.

Thanks,

Sylvia

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

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 23 February 2018 14:47
To: Mannah Sylvia; Adams Simon; external howard Smith
Cc: Hughes David (Director)
Subject: RE: Weekly Mayor Update 220218 mb.docx

Thanks Sylvia - I presume it was sent without the track changes?

I note the wording where CRL made it clear that the MOHS 18 remains challenging to achieve has been removed. We're trying to be transparent about the risks that exist so perhaps when we speak at 3 this afternoon we could discuss how this can be included in an acceptable way?

....and my correction to someone's amendment to 2.1 was ignored so it now reads strangely

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: 22 February 2018 21:52
To: Adams Simon; Lucy Findlay; Howard Smith
Cc: Hughes David (Director)
Subject: Weekly Mayor Update 220218 mb.docx

Attached is the final version that was issued to City Hall colleagues.

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#); [Mannah Sylvia](#)
Cc: [Keane Kate](#)
Subject: RE: Weekly Mayor Update 220218
Date: 22 February 2018 18:24:38
Attachments: [Weekly Mayor Update 220218 mb.docx](#)

Sylvia - FYI attached tracked changes from Mike

We will get this over to City Hall now

Andy

[REDACTED]

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Cc: Keane Kate
Subject: FW: Weekly Mayor Update 220218
FYI.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 22 February 2018 14:03
To: Doyne Stephanie
Subject: Weekly Mayor Update 220218
We're happy with this.

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

From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#); [Adams Simon](#)
Cc: [Shaunadevlin](#)
Subject: RE: Weekly Mayor Update 220218
Date: 22 February 2018 12:40:56
Attachments: [Weekly Mayor Update 220218.docx](#)

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 22 February 2018 12:28

To: Howard Smith; Lucy Findlay; Adams Simon

Cc: Shauna Devlin

Subject: RE: Weekly Mayor Update 220218

All,

Thanks for your help so far and I think we're almost there. Attached is the latest version with some feedback from Andy Brown's team. Can you please have a final review.

Additionally, how do we answer the Mayor's questions about remedies for pudding mill lane?

Thanks,

Sylvia

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

Sent: 21 February 2018 19:53

To: Mannah Sylvia; Findlay Lucy; Adams Simon

Cc: Shaunadevlin

Subject: RE: Weekly Mayor Update 220218

Sylvia,

Thanks. For a quick weekly report this seems to be potentially quite a burden, I must admit I had envisaged a single sheet but perhaps I was too optimistic. One of the things we need to get right is the amount of background to include – some items are a single sentence, others (not necessarily more complex or important but where we have existing wording) are longer.

Re 4.2 my comment re additional tests actually refers to 2.5. If you wanted to list other tests suggest, 'stopping accuracy tests (to ensure the train stops in line with platform doors) continued at Melton and integration testing of information that feeds the drivers displays (the 'DMI') continued on the test rigs at Derby'.

In terms of IR the words you have (from me a couple of weeks back I think) are now out of date. As per my earlier email the RMT have now withdrawn their request to the CAC so in that sense the issue is closed. If you want to include it then suggest a much briefer 'RMT are unhappy that the c200 Rail for London TfL employees are being represented by Prospect and TSSA trade unions, but have now withdrawn their application to the Central Arbitration Committee seeking recognition for the themselves.

Finally, we agreed at the meeting with the Mayor that the Bombardier P80 dates (including depot stages) would likely be used for weekly reporting (action on me to finalise). My suggestion (accepted by all I think) was that from next week the Rolling Stock section of the Mayors weekly report would be a self contained couple of paras/tables with just that bit going to BT (and Mike) as well. Need to sort the logistics of this but can't be this week.

Hope that suffices

Kind regards

Howard

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

Sent: 21 February 2018 17:12

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

To: Howard Smith; Lucy Findlay; Adams Simon
Cc: Shauna Devlin
Subject: Weekly Mayor Update 220218
Importance: High

Hi all,

Thanks for your help with this so far – we’re getting there. I’ve included the info you’ve provided and have included some comments. I’d be grateful if you could have a look and get back to me.

Howard, from the notes of yesterday’s meeting, it was agreed that a weekly update would be provided to the Mayor and Pierre – is that different to this?

Many thanks,

Sylvia

Sylvia Mannah

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

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Findlay Lucy](#); [Adams Simon](#)
Cc: [Shaunadevlin](#)
Subject: RE: Weekly Mayor Update 220218
Date: 22 February 2018 12:28:09
Attachments: [Weekly Mayor Update 220218.docx](#)

All,

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Additionally, how do we answer the Mayor's questions about remedies for pudding mill lane?

Thanks,
Sylvia

From: Howard Smith [mailto:██████████@crossrail.co.uk]
Sent: 21 February 2018 19:53
To: Mannah Sylvia; Findlay Lucy; Adams Simon
Cc: Shaunadevlin
Subject: RE: Weekly Mayor Update 220218

Sylvia,

Thanks. For a quick weekly report this seems to be potentially quite a burden, I must admit I had envisaged a single sheet but perhaps I was too optimistic. One of the things we need to get right is the amount of background to include – some items are a single sentence, others (not necessarily more complex or important but where we have existing wording) are longer.

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Hope that suffices

Kind regards

Howard

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]
Sent: 21 February 2018 17:12
To: Howard Smith; Lucy Findlay; Adams Simon
Cc: Shauna Devlin
Subject: Weekly Mayor Update 220218
Importance: High

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Howard, from the notes of yesterday's meeting, it was agreed that a weekly update would be provided to the Mayor and Pierre – is that different to this?

Many thanks,

Sylvia

Sylvia Mannah

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

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Adams Simon](#)
Cc: [Shaunadevlin](#)
Subject: RE: Weekly Mayor Update 220218
Date: 22 February 2018 09:01:54

Thanks Lucy – the only reason I asked about the MOHS is because in last week’s version, we included the info below and I suspect they’ll want us to provide some detail about what has been finalised.

Thanks,
Sylvia

1.1 To ensure even more active management of the remaining programme and its critical integration, testing, commissioning, handover, trial running and trial operation activities, CRL have brought forward their review of the delivery schedule – the Master Operational Handover Schedule (MOHS) 2018. This review will be finalised next week and has been developed with input from the project’s contractors, future infrastructure maintainers and a revised schedule from Bombardier Transportation (BT).

1.2 The current draft of MOHS 2018 sets out how CRL plans to achieve key milestones, and ultimately, deliver a fully integrated railway. It maintains the start of Stage 3 operations on 9 December 2018 but it demonstrates that in many cases, it will be necessary to undertake key activities concurrently, such as the final stages of fitting-out, testing and the beginning of trial operations.

From: Lucy Findlay [mailto:██████████@crossrail.co.uk]
Sent: 21 February 2018 21:25
To: Mannah Sylvia; external howard Smith; Adams Simon
Cc: Shaunadevlin
Subject: RE: Weekly Mayor Update 220218
Hi Sylvia – in response to the outstanding comments.
Re MOHS – I really don’t think it needs additional detail in a note of this type
ACjv is Alstom Costain joint venture
Lucy Findlay
Chief of Staff
Crossrail Ltd
T: ██████████

From: [Mannah Sylvia](#)
Sent: 21 February 2018 17:12
To: [Howard Smith](#); [Lucy Findlay](#); [Adams Simon](#)
Cc: [Shauna Devlin](#)
Subject: Weekly Mayor Update 220218
Importance: High

Hi all,

Thanks for your help with this so far – we’re getting there. I’ve included the info you’ve provided and have included some comments. I’d be grateful if you could have a look and get back to me.

Howard, from the notes of yesterday’s meeting, it was agreed that a weekly update would be provided to the Mayor and Pierre – is that different to this?

Many thanks,

Sylvia

[Sylvia Mannah](#)

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

Tel: ██████████ Ext: ██████████ Mob: ██████████ | E-mail: ██████████ [tfl.gov.uk](mailto:██████████@tfl.gov.uk)
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From: [Adams Simon](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 220218
Date: 21 February 2018 18:57:23

I have nothing to add to the paper.

S

From: Mannah Sylvia
Sent: 21 February 2018 17:54
To: Findlay Lucy
Cc: external howard Smith; Adams Simon; Shaunadevlin
Subject: RE: Weekly Mayor Update 220218
You did Lucy – thanks. On 4.3 – I guess the answer is no for now?
Also any thoughts on the comments I've included in the revised document?
Thanks,
Sylvia

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 21 February 2018 17:43
To: Mannah Sylvia
Cc: external howard Smith; Adams Simon; Shaunadevlin
Subject: Re: Weekly Mayor Update 220218
Thanks Sylvia but I provided you with additional text to answer the questions on 4.1 and 6 - included in your latest draft
I have nothing further to add to the question on 4.3

Lucy Findlay
[REDACTED]

On 21 Feb 2018, at 17:21, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)> wrote:

Additionally, we also need to answer the follow up questions from I circulated yesterday please:
2.7 – when will the board members do a deep dive session for getting them to use their relationships with contractors? **New briefing covers this as early March**
On costs – in this week's note, can we have a para or two on how any cost overruns would be met (should we get to that position) **assuming we'll have this update this after the meeting tomorrow?**
On 4.1 – Pudding Mill Lane explosion – are there remedies (e.g. compensation) open to us?
On 4.3 – what else other than micromanaging can and should we be doing? **CRL has escalated its concerns regarding these delays and quality failures at the highest levels within the companies concerned (Alstom Costain JV and sub-contractor General Electrics) and has been "micro-managing" the contract since November 2017.**
On 6 – industrial relations – will the strikes have an impact on timelines?

From: Mannah Sylvia
Sent: 21 February 2018 17:12
To: external howard Smith; Findlay Lucy; Adams Simon
Cc: Shaunadevlin
Subject: Weekly Mayor Update 220218
Importance: High

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#)
Cc: [external howard Smith](#); [Adams Simon](#); [Shaunadevlin](#)
Subject: RE: Weekly Mayor Update 220218
Date: 21 February 2018 17:53:55

You did Lucy – thanks. On 4.3 – I guess the answer is no for now?
Also any thoughts on the comments I've included in the revised document?
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From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
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To: Mannah Sylvia
Cc: external howard Smith; Adams Simon; Shaunadevlin
Subject: Re: Weekly Mayor Update 220218

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I have nothing further to add to the question on 4.3

Lucy Findlay
[REDACTED]

On 21 Feb 2018, at 17:21, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

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On 6 – industrial relations – will the strikes have an impact on timelines?

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[Sylvia Mannah](#)

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From: [Mannah Sylvia](#)
To: [Adams Simon](#)
Cc: [Findlay Lucy](#); [external howard Smith](#); [Shaunadevin](#)
Subject: Re: Weekly Mayor Update 220218
Date: 21 February 2018 19:03:14

Thanks Simon, In that case, I'll update the current para to reflect that.

Sent from my iPhone

On 21 Feb 2018, at 18:55, Adams Simon <[REDACTED]@tfl.gov.uk> wrote:

Sylvia,

Just talking to David H and Simon K, they are assuming that we will be more precise about the cost position in next weeks update. Once Sponsors have had time to reflect on CRL's presentation to Sponsor Board tomorrow.

S

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

Sent: 21 February 2018 17:43

To: Mannah Sylvia

Cc: external howard Smith; Adams Simon; Shaunadevin

Subject: Re: Weekly Mayor Update 220218

Thanks Sylvia but I provided you with additional text to answer the questions on 4.1 and 6 - included in your latest draft

I have nothing further to add to the question on 4.3

Lucy Findlay

[REDACTED]

On 21 Feb 2018, at 17:21, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Additionally, we also need to answer the follow up questions from I circulated yesterday please:

2.7 – when will the board members do a deep dive session for getting them to use their relationships with contractors? **New briefing covers this as early March**

On costs – in this week's note, can we have a para or two on how any cost overruns would be met (should we get to that position) **assuming we'll have this update this after the meeting tomorrow?**

On 4.1 – Pudding Mill Lane explosion – are there remedies (e.g. compensation) open to us?

On 4.3 – what else other than micromanaging can and should we be doing? CRL has escalated its concerns regarding these delays and quality failures at the highest levels within the companies concerned (Alstom Costain JV and sub-contractor General Electrics) and has been “micro-managing” the contract since November 2017.

On 6 – industrial relations – will the strikes have an impact on timelines?

From: Mannah Sylvia

Sent: 21 February 2018 17:12

To: external howard Smith; Findlay Lucy; Adams Simon

Cc: Shaunadevin

Subject: Weekly Mayor Update 220218

Importance: High

Hi all,

Thanks for your help with this so far – we're getting there. I've included the info you've provided and have included some comments. I'd be grateful if you could have a look and get back to me.

Howard, from the notes of yesterday's meeting, it was agreed that a weekly update would be provided to the Mayor and Pierre – is that different to this?

Many thanks,

Sylvia

Sylvia Mannah

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

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From: [Mannah Sylvia](#)
To: [Smith Howard](#)
Subject: RE: Weekly Report to City Hall and Bombardier Chairman
Date: 26 February 2018 12:08:08
Attachments: [Elizabeth line and Bombardier weekly briefing 260218.docx](#)

Ok – I've asked Mike's office so when they respond I'll let them know what BT will send the report to Pierre directly – can you please ask Andy to wait until Val is sighted before issuing, just so there is consistency with the document – attached is the version I've send to Mike's office.

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 26 February 2018 12:06
To: Mannah Sylvia
Subject: Fwd: Weekly Report to City Hall and Bombardier Chairman
BT want to distribute internally, I think we should let them.
Howard

Sent from my iPhone

Begin forwarded message:

From: Andy Derbyshire < [REDACTED]@rail.bombardier.com >
Date: 26 February 2018 at 12:03:37 GMT
To: Howard Smith < [REDACTED]@crossrail.co.uk >, Per Allmer < [REDACTED]@rail.bombardier.com >
Cc: Joe Bednall < [REDACTED]@rail.bombardier.com >, Phil Clarke - TfL < [REDACTED]@tfl.gov.uk >
Subject: Re: Weekly Report to City Hall and Bombardier Chairman

Howard

If we agree the report as we have done today, I will distribute internally for BT.

Kind Regards

Andy

Andy Derbyshire

Mobile: [REDACTED]

Please forgive any typographical or grammatical errors as this email was sent from my Samsung smartphone.

----- Original message -----

From: Howard Smith < [REDACTED]@crossrail.co.uk >
Date: 26/02/2018 11:15 (GMT+00:00)
To: Per Allmer < [REDACTED]@rail.bombardier.com >
Cc: Andy Derbyshire < [REDACTED]@rail.bombardier.com >, Joe Bednall < [REDACTED]@rail.bombardier.com >, Phil Clarke - TfL < [REDACTED]@tfl.gov.uk >
Subject: Re: Weekly Report to City Hall and Bombardier Chairman

Per,

Thanks, just getting that bit clear (given all the people involved!). Will revert later.

Kind regards

Howard

Sent from my iPad

On 26 Feb 2018, at 11:11, Per Allmer <[REDACTED]@rail.bombardier.com> wrote:

Howard,

So how do we do this? We share the final version of the weekly report and then I will send to Pierre and you send to the Mayor and Mike?

Please confirm

Regards

Per

From: Andy Derbyshire

Sent: Monday 26 February 2018 11:40

To: Howard Smith <[REDACTED]@crossrail.co.uk>; Per Allmer <[REDACTED]@rail.bombardier.com>

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

Subject: RE: Weekly Report to City Hall and Bombardier Chairman

Howard

Thanks.

Happy to keep the dates in the mater schedule as the 13 Aug and communicate these and we continue to manage to the delivery dates of the 22 July between us.

Other than that happy to issue.

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: 26 February 2018 10:15

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

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

Subject: RE: Weekly Report to City Hall and Bombardier Chairman

Andy,

Thanks. Will go with your suggested wording re 6.2.

Re dates CBTC for COS TO is 22nd June in V3_5_1 so I've left it at that for consistency – if you want to show 26th as the forecast date that's your call but unless told otherwise I'll leave it at 22nd for now.

Re 22 trains for COS – this is only date that doesn't come from V3_5_1 but was mentioned as a key date at Mayor's meeting (as it is!). You forecast 5th July, Crossrail have it in the MOHS (master schedule) for need by 13th Aug so have given us the benefit of the extra time. If you want to forecast 5th July (ie early delivery versus MOHS) happy to amend.

Kind regards

Howard

From: Andy Derbyshire [[mailto:\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)]
Sent: 26 February 2018 10:00
To: Howard Smith; Per Allmer
Cc: Joe Bednall; Phil Clarke - TfL
Subject: RE: Weekly Report to City Hall and Bombardier Chairman
Howard

Please see our input below.

I have added the TS 20 now at Old oak common, amended the wording on SW Release 6.2 and there are two dates which are in question:-

Approval of CBTC for COS TO - 28 Jun

Availability of 22 trains for TO in COS -5 July

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: 26 February 2018 09:02
To: Per Allmer <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>; Andy Derbyshire <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>
Cc: Joe Bednall <[\[REDACTED\]@rail.bombardier.com](mailto:[REDACTED]@rail.bombardier.com)>; Phil Clarke - TfL <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Subject: Weekly Report to City Hall and Bombardier Chairman

Per and Andy,

Further to last week's meeting with the Mayor I've been asked to submit the first weekly report today (I was expecting next Monday). I set out below what I'm planning to submit at 10.00 UK today. You will see that I've noted that the commentary has not been signed off with you but will be going forward. I would expect to get the draft out by 10.00 Friday morning and finalise 17.00 Friday ready for Monday.

Only point to note is that I've put the later Stage 2 dates as TBC. As per Thursday's call Joe believes a further release is needed and that this will lead to later dates, but we left it with you Thursday to decide what the forecast dates should be so I've left them TBC for the present and propose they are included in next week's report.

If you have any major concerns please call or email by return.

Kind regards

Howard

Elizabeth line Bombardier Weekly Report 26th February 2018

(This is the first weekly report to City Hall and the Bombardier Chairman. It uses agreed dates but commentary has not been signed off with BT this week due to short timescales).

Top Activities and Issues

[Key Programme Milestones](#)

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

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 ('ETCS'))	27 th Feb	5 th March
Approval for ETCS driver training on Great Western	24 th Aug	TBC
Approvals for ETCS Passenger Service	28 Sept	TBC
Stage 3		
Completion of Transition testing at Melton ready for Central Operating Section ('COS') Dynamic Testing	29 th Jan	Complete
Approval of CBTC for COS Trial Operations	22 nd Jun - should be 28 th Jun?	22 nd Jun
Availability of 22 trains for Trial Running in COS	13 th Aug - Should be 5 July?	13 th Aug
Approval of CI 345 for Stage 3 Passenger Service	10 th Oct	10 th Oct
Start of Stage 3 Passenger Service	9 th Dec	9 th Dec
Old Oak Common Depot		
Section A Brought into Use ('BIU')	1 st Mar	1 st Mar
Section B1 BIU	11 th Apr	11 th Apr
Section C BIU	30 th May	30 th May

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 010318 (V4).docx
Date: 28 February 2018 17:16:48
Attachments: [Weekly Mayor Update 010318 \(V4\).docx.docx](#)

Current draft for you to review while I wait for additional info.

Thanks,

SM

[Sylvia Mannah](#)

[Transport for London](#) | Advisor to the Managing Director, London Underground

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#)
Cc: [Shaunadevlin](#)
Subject: Weekly Mayor Update 010318 (3)
Date: 27 February 2018 17:34:52
Attachments: [Weekly Mayor Update 010318 \(3\).docx](#)

Hi Howard,

Attached is the latest version of the Thursday briefing for the Mayor – Lucy has compiled the majority of it and I've included some of the info from the pack that went to the Mayor today. Waiting for Simon to include the relevant finance info but would be grateful for your initial views on it.

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Advisor to the Managing Director, London Underground

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: Weekly Mayor Update 150218
Date: 15 February 2018 11:42:48
Attachments: [Weekly Mayor Update 150218.docx](#)

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Adams Simon](#)
Cc: [external howard.Smith](#)
Subject: Weekly Mayor Update 150218
Date: 15 February 2018 13:36:58
Attachments: [Weekly Mayor Update 150218.docx](#)

Lucy and Simon,

Many thanks once again for all your help on this! Attached is the final version Andy's team will be sending over to City Hall. This will be the template we will use going forward.

Best wishes,

Sylvia

[Sylvia Mannah](#)

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From: [Mannah Sylvia](#)
To: [Adams Simon](#); [Findlay Lucy](#); [external howard Smith](#)
Cc: [Hughes David \(Director of Strategy and Network Development\)](#)
Subject: Weekly Mayor Update 220218 mb.docx
Date: 22 February 2018 21:52:27
Attachments: [Weekly Mayor Update 220218 mb.docx](#)
[ATT00001.txt](#)

Attached is the final version that was issued to City Hall colleagues.

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 220218
Date: 22 February 2018 11:24:39
Attachments: [Weekly Mayor Update 220218.docx](#)

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 220218
Date: 22 February 2018 09:06:54
Attachments: [Weekly Mayor Update 220218.docx](#)

Current version – not much has changed since last night.

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

From: [Mannah Sylvia](#)
To: [external howard Smith](#); [Findlay Lucy](#); [Adams Simon](#)
Cc: [Shaunadevlin](#)
Subject: Weekly Mayor Update 220218
Date: 21 February 2018 17:12:17
Attachments: [Weekly Mayor Update 220218.docx](#)
Importance: High

Hi all,

Thanks for your help with this so far – we're getting there. I've included the info you've provided and have included some comments. I'd be grateful if you could have a look and get back to me.

Howard, from the notes of yesterday's meeting, it was agreed that a weekly update would be provided to the Mayor and Pierre – is that different to this?

Many thanks,

Sylvia

[Sylvia Mannah](#)

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 220218
Date: 21 February 2018 17:08:54
Attachments: [Weekly Mayor Update 220218.docx](#)

Version I currently have – I'm going to ask them to answer my questions.

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From: [Mannah Sylvia](#)
To: [external_howard_Smith](#)
Cc: [Shaunadevlin](#)
Subject: Weekly Mayor Update 220218
Date: 20 February 2018 17:43:36
Attachments: [Weekly Mayor Update 220218.docx](#)

Hi Howard,

Please find attached the current draft of this week's update for the Mayor. Lucy has updated it with the latest information you have but I'm guessing you'll have things to add following the meeting this morning. I know that there will be additional updates over the next two days, but I'd be grateful if you could update this draft with some of the information from this morning's meetings.

Thanks,

Sylvia

[Sylvia Mannah](#)

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 220218
Date: 22 February 2018 14:03:08
Attachments: [Weekly Mayor Update 220218.docx](#)

We're happy with this.

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From: [Adams Simon](#)
To: [Findlay Lucy](#); [Mannah Sylvia](#)
Subject: Weekly update_we180223v2
Date: 20 February 2018 18:53:07
Attachments: [Weekly update_we180223v2.docx](#)

My suggestions on the cost point attached.

S