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

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

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

Comments, as usual by 10.00 Monday please.

Good weekend

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

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

Howard

Click [here](mailto:mailto) to report this email as SPAM.
Final version attached. Accepted all of Sylvia’s changes, nothing from Andy/Kate and changed bullet eight as we have now established the new group starting Wednesday.

Howard

Click here to report this email as SPAM.
All,

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

Thanks,

Sylvia

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

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

Thanks in advance.

Kind regards

Stephanie

---

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

Hi Stephanie,

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

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

Many thanks

Erica

---

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

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
Phone: | Auto: | Mobile:

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Hi Sylvia,

Please see below and attached. Can you make sure David’s comments are picked up in the note for Monday 23 April. Thanks in advance.

Kind regards
Stephanie

---

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

Hi Stephanie,

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

Erica

---

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

Hi Erica,

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

Kind regards
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Sylvia,
May be too late but a potentially useful observation from Bombardier on the RS element.
Howard

From: Howard Smith
Sent: 27 April 2018 18:53
To: 'Andy Derbyshire'; Joe Bednall
Cc: Phil Clarke - TfL; Per Allmer
Subject: RE: Weekly BT Chairman/Mayor Report
Andy,
Thanks. Sorry if it’s not clear, it’s meant to say that a number of bugs (in 7.1) remain and will be resolved by release 7.2.
Will try and feed in new words to the draft now with the Commissioner.
Kind regards
Howard

From: Andy Derbyshire [mailto: rail.bombardier.com]
Sent: 27 April 2018 14:47
To: Howard Smith; Joe Bednall
Cc: Phil Clarke - TfL; Per Allmer
Subject: RE: Weekly BT Chairman/Mayor Report
Howard
I have updated the report with the production. I have highlighted the bullet point 6 & 7 in report in yellow (see below) as when I read them it seems to confuse slightly. One paragraph it refers to a number of bugs in 7.2, then in the next paragraph it says its complete? Joe what’s your view?

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

Kind Regards
Andy

From: Howard Smith <crossrail.co.uk>
Sent: 26 April 2018 18:21
To: Per Allmer <rail.bombardier.com>; Andy Derbyshire <rail.bombardier.com>; Joe Bednall <rail.bombardier.com>
Cc: Phil Clarke - TfL <tfl.gov.uk>
Subject: Weekly BT Chairman/Mayor Report
Draft a day early this week, as promised, to try and give Mike Brown more time to review. Minor changes only this week and no changes to dates. Remember its written for circulation next Monday so references to ‘this week’ means w/c 30th April etc...!
Comments if at all possible by 12.00 tomorrow please.
Kind regards
Howard

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Please see attached updated note.
Kind regards
Stephanie

Andy and Steph,

Please find below the answer to David’s outstanding question.
Thanks,
Sylvia

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

Hi Andy and Steph,

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

Thanks,
Sylvia
FYI.

Kind regards

Stephanie

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

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

As discussed.
As per yesterdays request from Andy are going to try and bring the drafting forward to Thursday’s after this week?
Also I’ll assume you are chasing up the questions on the general report – I’ll do the BT ones. OK?
Kind regards
Howard

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

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

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

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

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

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

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

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

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

Lucy

Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: | M: | CS28GM01 | crossrail.co.uk
MOVING LONDON FORWARD
From: Zavitz Richard [mailto: tfl.gov.uk]
Sent: 13 April 2018 16:52
To: Mannah Sylvia
Cc: Adams Simon; Shauna Devlin; Howard Smith; Lucy Findlay
Subject: RE: weekly mayor update

Hi Sylvia,

Only one minor change in the cost section:
3.4 The Sponsors have commissioned a review into some of the critical contracts (including systemwide) to assess the confidence of the cost scenario ranges and the level of required funding. For each selected contract, the team will look at contract performance, acceleration options, costs to date, costs to go, risk, and an assessment of the contractual position and commercial incentives
Also - can we include in the heading of the table in Appendix B reference to when the key dates were set – this week should still be P12. See below:

<table>
<thead>
<tr>
<th>Risk / Issue</th>
<th>Key date (All as at Period 12, 03 March 2018)</th>
<th>Mitigation / Action</th>
</tr>
</thead>
</table>

Thank you

Richard

Richard Zavitz
Principal Sponsor | Crossrail Joint Sponsor Team
Phone: | Email: tfl.gov.uk
4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: tfl.gov.uk

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***********************************************************************************
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Sylvia and colleagues,
Draft attached, one day early as promised. Modest changes this week and no changes to dates.
Remember its written for circulation Monday so ‘this week’ means w/c 30th April etc.
Comments if poss by 12.00 please.
Howard

Click here to report this email as SPAM.
Draft to you a day early this week, as I’m off tomorrow but comments by 10.00 Monday 16th please.

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

Howard

Click here to report this email as SPAM.
Howard,
Thanks for this. Please find the note attached with some minor amends and a comment.
Thanks,
Sylvia

From: Howard Smith [mailto:crossrail.co.uk]
Sent: 06 April 2018 19:51
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Wild Mark (MD); Findlay Lucy
Cc: Clarke Phil (ELLP)
Subject: BT Report for 9th April

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

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

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

Comments, as usual by 10.00 Monday please.

Good weekend
Howard

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

From: Howard Smith [mailto:crossrail.co.uk]
Sent: 20 April 2018 14:33
To: Mannah Sylvia; Wild Mark (MD); Brown Andy (Corporate Affairs); Findlay Lucy; Keane Kate; Clarke Phil (ELLP)
Subject: BT Report

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

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

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Looks good to me. Thanks Howard - as ever!

Andy

On 26 Apr 2018, at 18:51, Howard Smith <crossrail.co.uk> wrote:

Sylvia

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

Howard

Sent from my iPhone

On 26 Apr 2018, at 18:28, Mannah Sylvia <tfl.gov.uk> wrote:

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

Thank you all again.

Sylvia

Sent from my iPhone

On 26 Apr 2018, at 18:24, Howard Smith <crossrail.co.uk> wrote:

Sylvia and colleagues,
Draft attached, one day early as promised. Modest changes this week and no changes to dates. Remember its written for circulation Monday so ‘this week’ means w/c 30th April etc. Comments if poss by 12.00 please.
Howard

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Howard,

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

Thanks,

Sylvia

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Final version attached.
Incorporates BT’s confirmation of the number of trains manufactured (42) and also all of Sylvia’s suggested
tweaks for clarity.
I’ve sent this to BT as the final version and suggest that it’s also handy for this afternoon’s call with BT (17.30
UK). I’ll send some further bullets to Mike and Mark for that one.
Howard

From: Mannah Sylvia [mailto: tfl.gov.uk]
Sent: 13 April 2018 17:00
To: Howard Smith; Brown Andy (Corporate Affairs); Keane Kate; Wild Mark (MD)
Cc: Phil Clarke - TfL; Lucy Findlay; Devlin Shauna
Subject: RE: Mayor/BT Chairman’s Weekly Report
Howard,
Thanks again for this. Please find my comments in the attachment.
Thanks,
Sylvia

From: Howard Smith [mailto: crossrail.co.uk]
Sent: 12 April 2018 19:55
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Keane Kate; Wild Mark (MD)
Cc: Clarke Phil (ELLP); Findlay Lucy; Devlin Shauna
Subject: Mayor/BT Chairman’s Weekly Report
Draft to you a day early this week, as I’m off tomorrow but comments by 10.00 Monday 16th please.
Andy/Kate – this also forms the basic brief for the Commissioner/BT call on Monday. Will provide some
further bullets Monday based on latest news and will be on the call.
Howard

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Richard

As per this afternoon’s Sponsor Board discussion, please could you liaise with DfT
to pull together a short summary of the proposed choreography around a
controlled announcement of the IP2 breach, anchored around the WMS at end
June.
I think we probably need this by close tomorrow.
Thanks
David

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

Thanks Richard.

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

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

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

Thanks
Richard
HI Stephanie,

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

Erica

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

Hi Erica,

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

Kind regards

Stephanie

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

Hi Stephanie,

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

Many thanks

Erica

From: Doyne Stephanie [mailto: tfl.gov.uk]
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To: Tim Steer <london.gov.uk>; Claire Hamilton <london.gov.uk>; Erica Walker <london.gov.uk>
Cc: Keane Kate <tfl.gov.uk>; Andrew J. Brown <tube.tfl.gov.uk>
Subject: TFL Restricted - Weekly progress update on Crossrail

Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
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Okay thank you for the update. I’ll let Val know

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

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

Thanks,
Sylvia

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

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

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

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Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,
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Kind Regards
Stephanie
Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
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This is something we’re discussing with DfT at tomorrow’s Crossrail Sponsor Board. The choreography is potentially quite complex and not set in stone, so not as simple as just saying it’s such-and-such a date. Let’s pick this up after tomorrow’s discussion.
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Hi David,

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

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

Response to Val:

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

• The CRL Board (26 April) will approve the Period 13 financial report including the latest forecast of the final Crossrail Limited costs;

• End of year numbers for both CRL and the On Network Works will be included in the Private Programme and Investment Committee (16 May) and Private Board (23 May) updates.

• Within the Public papers, we are proposing to include the following line: “There remains some significant cost and schedule pressures, which continue to be actively managed by Crossrail Ltd.. Further details are provided in a Part 2 paper.”.

• We are planning for the first public release of the cost/funding update for the Crossrail project to be included within the annual Written Ministerial Statement that is being prepared by the Department for Transport and the Crossrail Joint Sponsor Team for the end of June. TfL, DfT, and Crossrail would coordinate press releases at the same time.

Let me know if you have any comments.

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

Thank you

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

From: Mannah Sylvia
Sent: 10 April 2018 09:59
To: Keane Kate
Subject: RE: TfL Restricted: Mayor update 090418 - Mike’s comments

Thanks Kate – I’ll ask the team to review this asap.

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

Hi Sylvia

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

Any queries, just shout.

Thanks
Kate
Kate Keane
Corporate Affairs
Transport for London

*note: Links to attachments can be double-clicked to be accessed*
Hi all,
Please find attached the briefing note with some comments from David Bellamy. We need to make sure that the comments are addressed in the next version of the briefing.
Thanks,
Sylvia

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

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

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

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

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

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

Hi all,
Thanks for your contributions. Howard and Lucy, Andy’s team have reviewed the briefing and have included some comments for you. Can you please review and get back to me.
Many thanks,
Sylvia

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

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

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

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

1.3 In order to achieve improved productivity in tunnel fit-out and dynamic testing a new approach will be implemented from the end of April that maximises time in the tunnels for both activities.
1.4 Intense pressure is being placed on contractors to improve the quality and timeliness in providing documentation and asset information required for approvals and assurance activity, testing and commissioning as well as operations and maintenance manuals and training of staff that will run the Elizabeth line.

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

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

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

Hi Sylvia,

Only one minor change in the cost section:

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

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

<table>
<thead>
<tr>
<th>Risk / Issue</th>
<th>Key date</th>
<th>Mitigation / Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>(All as at Period 12, 03 March 2018)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Thank you

Richard

Richard Zavitz
Principal Sponsor | Crossrail Joint Sponsor Team
Phone: (auto | 4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: tfl.gov.uk

***********************************************************************
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Thanks Lucy

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

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

Richard

_________________________________

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

I’m not sure about “version of the Board report received by Sponsors” – shouldn’t be officially received by Sponsors for use before CRL Board meeting? Who do you receive that from?
The P13 CRL Board report was reissued to Board members yesterday for today’s meeting due to an error on the cost risk page (p.8) where the P80 and P95 figures appear.
To confirm for P13
The P50 is £12,723m which is £210.7m above IP2 and £215.6m above our current reported Financial Budget
The P80 is £12,790m
P95 £12,855m
Lucy
Lucy Findlay
Chief of Staff
Crossrail Ltd
T: 

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

Lucy,

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

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

Many thanks,

Simon
Richard,

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

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

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

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

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

£278m???
I thought at last week’s Sponsor Board the IP2 breach was reported as £215m?

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

From: Zavitz Richard  
Sent: 26 April 2018 17:10  
To: Mannah Sylvia  
Cc: external howard Smith; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)  
Subject: Weekly Mayor Update : cost section  
Hi Sylvia, 
Find below the update to the cost section for the weekly report. As the report will now be going to the SoS, I have included the latest on the Network Rail
costs. Also – as we don’t have a chance to voice the numbers, I have included them in, unlike our approach to the private PIC paper.

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

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

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

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

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

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

Please let me know if you have any comments.

Thank you

Richard

Richard Zavitz
Principal Sponsor | Crossrail Joint Sponsor Team
Phone: [redacted] (auto [redacted])
4th Floor North Wing, 55 Broadway, London SW1H 0DB
Email: tfl.gov.uk
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Final version with some minor formatting changes to the table in the appendices.
Kind regards
Stephanie
Doyne Stephanie
Mannah Sylvia
RE: Weekly Mayor Update 090418
16 April 2018 11:52:20
Weekly Mayor Update 160418 SD Comments.docx

See attached.
Kind regards
Stephanie

Mannah Sylvia
16 April 2018 11:36
Doyne Stephanie
Weekly Mayor Update 090418
See attached final note that went to City Hall.
Kind regards
Stephanie

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

Hi Andy and Steph,
Attached is this week’s briefing note. I’ve gone through it and I think we should fingers crossed be in a much better shape than last week. We’ve answered all but one of David B’s comments as we’re awaiting confirmation.
Thanks,
Sylvia
Thanks Steph - some minor tweaks tracked in the attached. I will take a copy with me when I see Mike later, to try to get him to sign it off. I don’t have a lot of time with him though…!

Andy

---

**From:** Doyne Stephanie  
**Sent:** 23 April 2018 16:51  
**To:** Brown Andy (Corporate Affairs)  
**Subject:** FW: Weekly Mayor Update 230418  

Please see attached updated note.

Kind regards

Stephanie

---

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

Andy and Steph,

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

Thanks,

Sylvia

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

---

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

Hi Andy and Steph,

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

Thanks,

Sylvia
Hi Steph

Spoke to Mike

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

Some changes to the note please:

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

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

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

Thanks!

Andy

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

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

Andy
Sylvia

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

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

Hi Andy and Steph,

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

Thanks,

Sylvia
Howard, I don’t think he did.

Richard, I’ll double check and call you tomorrow

Sent from my iPhone

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

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

comments below:
3.1 CRL’s costs are reported on a periodic basis and have increased by £3m in Period 12 to £12,467m. The Period 13 costs will be finalised at the CRL Board this week and will be reported in next week’s report.
I also suggest that paragraph 3.2 be deleted.
In Section 3.3, instead of ‘very likely to breach’ in the first sentence, change to ‘expected to breach’.
Thanks
Richard

-----Original Message-----
From: Mannah Sylvia
Sent: 24 April 2018 15:18
To: external howard Smith; Findlay Lucy; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: Weekly Mayor Update 240418 FINAL tracked.docx
Attached is the final version of this week’s note. As always, thanks for all your help.
Fun starts all over again on Thursday!
Sylvia
From: Doyne Stephanie
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 260318 - Final41027 (2)
Date: 09 April 2018 12:41:22
Attachments: Weekly Mayor Update 260318 - Final41027 SD Changes.docx

See attached.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 09 April 2018 12:28
To: Doyne Stephanie
Subject: Weekly Mayor Update 260318 - Final41027 (2)

Can you please review this version. I'm waiting for Howard to send back the agreed TfL/ BT version of appendix D. I need to update appendix B but this is broadly the report.
Thanks,
SM
Here you go Sylvia – appendix attached.

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

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

Lucy

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

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

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

Brilliant, thanks!

Howard

From: Lucy Findlay
Sent: 30 April 2018 09:19
To: Howard Smith; Brown Andy (Corporate Affairs); Mannah Sylvia
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey
Subject: RE: Weekly Mayor Update 300418 - Appendix

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

Lucy

Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: (Internal: Ext M: | CS28GM01 | crossrail.co.uk
MOVING LONDON FORWARD
From: Howard Smith
Sent: 30 April 2018 09:13
To: Brown Andy (Corporate Affairs); Mannah Sylvia; Lucy Findlay
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey
Subject: RE: Weekly Mayor Update 300418 - Appendix

Andy,

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

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

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

Howard

From: Brown Andy (Corporate Affairs) <tube.tfl.gov.uk>
Sent: 30 April 2018 08:46
To: Howard Smith; Mannah Sylvia; Lucy Findlay
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey (Crossrail); Brown Andy (Corporate Affairs)
Subject: RE: Weekly Mayor Update 300418 - Appendix

Thanks Howard - I agree with all that

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

Andy

From: Mannah Sylvia <tfl.gov.uk>
Sent: 27 April 2018 18:24
To: Lucy Findlay
Cc: Howard Smith; Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418 - Appendix

Hi all,

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

Have a good weekend.

Sylvia
Here we go Sylvia – it’s a full house

Lucy,

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

- APIS – Authorisation for Placing Into Service
- WBP – Westbourne Park
- ATFS – Auto Transformer Feeder Station
- PSD – Platform Screen Door
- FLU – Full Length Unit
- GSM-R - Global System for Mobile Communications – Railway
- GEML – Great Eastern Mainline
- MTRC – Mass Transit Railway - Crossrail
- GWML - Great Western Mainline
- RPM - Railway Profiling Machine
- ETO1/02 – Engineering Train
- Under trial running - S, S&P Station Shafts and Portals

Hi Sylvia

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

Apologies but they’re currently in ppt slides

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

Lucy

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

Hi Sylvia

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

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

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

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

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

Thanks
Richard

From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 27 April 2018 14:24
To: Zavitz Richard; Mannah Sylvia; external howard Smith; Adams Simon
Subject: RE: Weekly Mayor Update 300418

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

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

From: Zavitz Richard [mailto: tfl.gov.uk]
Sent: 27 April 2018 14:13
To: Mannah Sylvia; Lucy Findlay; Howard Smith; Adams Simon
Subject: RE: Weekly Mayor Update 300418

Hi Sylvia,
Sorry for the delay.
The P12 figures are:
CRL’s ‘most likely’ cost in Period 12 was £12,510m, £2m below the level of the £600m TfL Contingency.
Let me know if you need anything more.
Richard

From: Mannah Sylvia
Sent: 27 April 2018 13:40
To: Findlay Lucy; external howard Smith; Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 300418

Thanks Lucy.
Attached is the latest version with all the amends. Richard, we only have one outstanding thing with the exception of Lucy’s combined appendices.
For 3.1 – Howard has asked for us to compare the P13 rise to P12. Can you give me the figures please?
Thanks,
Sylvia

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

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

It was last night 26th

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

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

Howard and Lucy,

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

Thanks,

Sylvia

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

Here you go Sylvia

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

MOVING LONDON FORWARD

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

Hi all,

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

Thanks,

Sylvia

Sylvia Mannah
Transport for London | Advisor to the Managing Director, London Underground
1184 Palestra, 197 Blackfriars Road, London SE1 8NJ
Tel: [internal: Ext Mob: | E-mail: tfl.gov.uk
www.tfl.gov.uk

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Hi all,
Attached is the note I've just sent to Andy and his team.
Have a good weekend.
Sylvia

Lucy Findlay

Hi Sylvia – it’s a full house
Lucy,
Thank you. There are a number of acronyms in the new tables that are not spelt out in the acronym list – can you spell them out:
- APIS – Authorisation for Placing Into Service
- WBP – Westbourne Park
- ATFS – Auto Transformer Feeder Station
- PSD – Platform Screen Door
- FLU – Full Length Unit
- GSM-R - Global System for Mobile Communications – Railway
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- RPM - Railway Profiling Machine
- ET01/02 – Engineering Train
- Under trial running - S, S&P Station Shafts and Portals

Hi Sylvia
For revised Appendix A (replacing current appendices a and b) – for next four-ish reports you could use the attached. I have annotated against those milestones which are demonstrably red (ie more than 5 days behind MOHS date)
Apologies but they’re currently in ppt slides
For Period 1 reporting Martin Stuckey is working on a better/less crude/more informative version which we can then use in the weekly update and ELRB.

Lucy

Hi Sylvia, Simon,

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

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

Moving London Forward

From: Mannah Sylvia [mailto:tfl.gov.uk]
Send: 27 April 2018 14:54
To: Zavitz Richard; Adams Simon
Cc: Lucy Findlay; Howard Smith
Subject: RE: Weekly Mayor Update 300418

Thanks Richard.

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

Hi Sylvia, Simon,
Find below the revision to the first two paragraphs of the cost section.

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

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

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

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

Thanks
Richard

From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 27 April 2018 14:24
To: Zavitz Richard; Mannah Sylvia; external howard Smith; Adams Simon
Subject: RE: Weekly Mayor Update 300418
If we’re doing like for like comparison and being consistent with what was reported in last week’s report the figure for P12 should be £12,467

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

From: Zavitz Richard [mailto: tfl.gov.uk]
Sent: 27 April 2018 14:13
To: Mannah Sylvia; Lucy Findlay; Howard Smith; Adams Simon
Subject: RE: Weekly Mayor Update 300418
Hi Sylvia,
Sorry for the delay.
The P12 figures are:
CRL’s ‘most likely’ cost in Period 12 was £12,510m, £2m below the level of the £600m TfL Contingency. Let me know if you need anything more.
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From: Mannah Sylvia
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To: Findlay Lucy; external howard Smith; Adams Simon; Zavitz Richard
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From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 27 April 2018 13:30
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
Subject: RE: Weekly Mayor Update 300418
It was last night 26th
Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: | Ext M: | CS28GM01 | crossrail.co.uk
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From: Mannah Sylvia [mailto: tfl.gov.uk]
Sent: 27 April 2018 12:55
To: Lucy Findlay; Howard Smith; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418
Howard and Lucy,
Many thanks for your comments. I’ll collate them. Just for clarity, 2.1, what is the date for the
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Thanks,
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From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 27 April 2018 12:39
To: Mannah Sylvia; external howard Smith; Adams Simon; Zavitz Richard
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Lucy

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

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

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Thanks,
Sylvia
Sylvia Mannah
Transport for London | Advisor to the Managing Director, London Underground
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Tel: Ext: | Mob: | E-mail: tfl.gov.uk
www.tfl.gov.uk

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

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

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

Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [internal] M: [email] crossrail.co.uk
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From: Mannah Sylvia [mailto: tfi.gov.uk]
Sent: 30 April 2018 10:35
To: Lucy Findlay; Howard Smith
Subject: RE: Weekly Mayor Update 300418 - Appendix

Thanks, so what should the amend to 2.1 be?

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

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

Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [internal] M: [email] crossrail.co.uk
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From: Howard Smith [mailto: crossrail.co.uk]
Sent: 30 April 2018 09:37
To: Findlay Lucy; Brown Andy (Corporate Affairs); Mannah Sylvia
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin
Stuckey (Crossrail)
Subject: RE: Weekly Mayor Update 300418 - Appendix

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

Thanks,
Sylvia

I. Crossrail Ltd (CRL) is working with the future Infrastructure Managers (IMS), maintainers and
operators of the Elizabeth line network and has agreed the approach to evaluating each area’s
readiness for trial running, trial operations and passenger service. This will be through a ‘T
minus’ countdown process and series of checkpoints in advance of Stage 3 central section
services (Paddington to Abbey Wood) commencement in December 2018.
From: Lucy Findlay  
Sent: 30 April 2018 09:19  
To: Howard Smith; Brown Andy (Corporate Affairs); Mannah Sylvia  
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey  
Subject: RE: Weekly Mayor Update 300418 - Appendix  
For this report I can add the change/no change via arrows showing movement against last period to the R/G column and I'll re-review the description columns.  
Lucy

From: Howard Smith  
Sent: 30 April 2018 09:13  
To: Brown Andy (Corporate Affairs); Mannah Sylvia; Lucy Findlay  
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey  
Subject: RE: Weekly Mayor Update 300418 - Appendix  
Andy,  
Thanks. Understand this period’s CRL internal review (which may lead to the creation of ‘Ambers’) takes place tomorrow.  
So for this week I think we go with R/G, Lucy might want to quickly review description column in case there’s anything we want to highlight and we should note the review this week.  
Still think we need to show changes since last report (either new ‘change/no change’ column or in red).  
Howard

From: Brown Andy (Corporate Affairs)  
Sent: 30 April 2018 08:46  
To: Howard Smith; Mannah Sylvia; Lucy Findlay  
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey  
Subject: RE: Weekly Mayor Update 300418 - Appendix  
Thanks Howard - I agree with all that  
I would lean towards using Amber rather than / as well as spelling out risks and pressures, but happy to go with whatever you’d prefer  
Andy

From: Howard Smith  
Sent: 30 April 2018 08:42  
To: Mannah Sylvia; Findlay Lucy  
Cc: Zavitz Richard; Adams Simon; Hughes David (Director of Strategy and Network Development); Martin Stuckey (Crossrail); Brown Andy (Corporate Affairs)  
Subject: RE: Weekly Mayor Update 300418 - Appendix  
Sylvia,  
Thanks, fed in the marginally changed wording (for clarity) re BT releases on Friday.  
Reading this ‘cold’ this morning three observations on the Key Milestones vs MOHS which are now based on dates vs MOHS:  
1. It’s not immediately clear what’s changed and what hasn’t. The first two ETCS dates are red but changed 6 weeks or so ago and haven’t moved since. I made this clear in the BT/rolling stock report at the time but this may set further hares running for this – and any other similar areas. Do we need a changed/not changed column or could follow the convention in the BT report and show changed dates in red?  
2. Because they are currently R/G binary things that are 1 day out show a big red (can take a view as to whether that’s right or wrong – feels for some of them like it might be overkill)  
3. There is no element of risk or pressure so something is green until it goes red, which may well lead to surprises and concern if its big things that really matter that just ‘flip’. Answer is either to introduce Amber for things forecast on time but under pressure or still use red and green but clearly show where there are pressures or risks. We all know that confidence comes from ‘no surprises’ so I think this is important. As deciding what to call Amber may become an issue in itself it may be best to record risks and pressures in the description at first.  
Howard
Hi all,

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

Have a good weekend.

Sylvia

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Here we go Sylvia – it’s a full house
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Hi Sylvia –

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

Lucy

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

FROM: Mannah Sylvia [mailto: tfl.gov.uk]
Sent: 01 May 2018 15:40
To: Lucy Findlay
Subject: Weekly Mayor Update 300418

Lucy,

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

Thanks,

Sylvia

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Hi Richard

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

Andy

---

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

Hi Andy, Sylvia,

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

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

Thank you

Richard

---

Richard Zavitz
Principal Sponsor | Crossrail Joint Sponsor Team
Phone:  (auto | 4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: tfl.gov.uk

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS
Hi all,
Attached is what I hope is the final version of this week’s report!
Thanks,
Sylvia

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

Thanks Sylvia

Some formatting issues (line spacing) in section 2
Please can we check 2.1 against the language we used last time - I think Mike made some changes because he wasn’t happy with the techy language around Automatic Mode and Dynamic Testing?
I have no idea what 2.3 means - can we look at that language again please?
And there is quite a lot of blank space in the new Appendix A. Might we be able to get it portrait if we put the description text inside the RAG column (or shrink the size of the RAG column)? Anything we can do to compress the physical size of that appendix will make it more legible and make the whole briefing less intimidatingly long!

Andy
Thanks Sylvia

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Andy

---

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

Hi,

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

Thanks,

Sylvia

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

Some formatting issues (line spacing) in section 2
Please can we check 2.1 against the language we used last time - I think Mike made some changes because he wasn’t happy with the techy language around Automatic Mode and Dynamic Testing?
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Andy

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Sent: 27 April 2018 18:23
To: Brown Andy (Corporate Affairs); Doyne Stephanie; Keane Kate
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Thanks,

Sylvia

Sylvia Mannah
Transport for London | Advisor to the Managing Director, London Underground
11B4 Palestra, 197 Blackfriars Road, London SE1 8NJ
Tel: Mob: | E-mail: tfl.gov.uk
www.tfl.gov.uk
Hi Sylvia, Simon,
Find below the revision to the first two paragraphs of the cost section.

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

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

Rationale for change: Moving forward CRL will only be reporting one cost figure (‘the forecast’), I thought it appropriate to remove reference to ‘most-likely’, as it implies a level of confidence in the numbers that we may not want to draw attention to. Also, as the cost forecast moving forward will be aligned to the P50 scenario, it is appropriate to report the P50 in the current period. As costs will be a voice over in the upcoming PIC meeting, we don’t have to worry too much about alignment with the PIC paper. Also, if we remove reference to ‘most-likely’, we can safely report the P50 without difficult comparisons to the February PIC paper that used the P80 as the ‘most-likely’. Hope that’s clear.
Simon – let me know if you have any further comments.
Thanks
Richard
CRL’s costs are reported on a periodic basis. The ‘most likely’ forecast for the delivery of the central section has increased at the end of Period 13 to £12,723m. This follows a review to incorporate the implications of the revised Master Operational Handover programme, previously reported delays to energisation and lower than expected levels of productivity on the systemwide and stations contracts.
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***************************************************************************
Thanks Lucy.
Attached is the latest version with all the amends. Richard, we only have one outstanding thing with the exception of Lucy’s combined appendices.

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

Thanks,
Sylvia

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

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

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

Thanks,
Sylvia

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

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

Thanks,
Sylvia

Sylvia Mannah
Transport for London | Advisor to the Managing Director, London Underground
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Here you go Sylvia
Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD:  (Internal: Ext:  M:  | CS28GM01 | crossrail.co.uk

Hi all,

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

Thanks,

Sylvia

Sylvia Mannah
Transport for London | Advisor to the Managing Director, London Underground
1184 Palestra, 197 Blackfriars Road, London SE1 8NJ
Tel:  Ext:  Mob:  | E-mail: tfl.gov.uk

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Click here to report this email as SPAM.
From: Howard Smith
To: Mannah Sylvia; Findlay Lucy; Adams Simon; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development)
Subject: RE: Weekly Mayor Update 300418
Date: 27 April 2018 12:38:20
Attachments: Weekly Mayor Update 300418 (HS Comments).docx

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

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

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

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

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Brilliant, thanks

Howard

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

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

**********************************************************************
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**********************************************************************
“Technical file” you can use “software” instead
Stage 2 was divided into 2 phases Phase 1 is what launches on 20 May. Phase 2 which is when the C345s will
go in the Heathrow tunnels ie Stage 2 in full is tbc
Urgent people who need training – maintenance and station staff
Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

From: Mannah Sylvia [mailto:tfl.gov.uk]
Sent: 01 May 2018 16:19
To: Lucy Findlay
Cc: Howard Smith
Subject: RE: Weekly Mayor Update 300418

Thank you very much Lucy – just two things:
What is the Bombardier technical file and when we say phase 2 is tbc, that’s the original plan for
phase 2 rather than the contingency plan which launches on 20th May?
For the urgent people who need training, is that for drivers and station staff please?

From: Lucy Findlay [mailto:crossrail.co.uk]
Sent: 01 May 2018 16:09
To: Mannah Sylvia
Cc: external howard Smith
Subject: RE: Weekly Mayor Update 300418

Hi Sylvia –
Attached with suggested different words and comments as some of the changes proposed are incorrect. The
track changes seems to be going doolally on my pc – seems to work if put original show mark up version on..
Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ

From: Mannah Sylvia [mailto:tfl.gov.uk]
Sent: 01 May 2018 15:40
To: Lucy Findlay
Subject: Weekly Mayor Update 300418

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

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***************************************************************************

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

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

Hi all,
Thanks for your contributions. Howard and Lucy, Andy’s team have reviewed the briefing and have included some comments for you. Can you please review and get back to me.
Many thanks,
Sylvia

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

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

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

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

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

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

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

Only one minor change in the cost section:

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

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

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<th>Mitigation / Action</th>
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Thank you

Richard

--------------------
Richard Zavitz
Principal Sponsor | Crossrail Joint Sponsor Team
Phone: (auto) | 4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: tfl.gov.uk

******************************************************************************

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Hi Sylvia,

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

<table>
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</table>

Thanks
Richard

---

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

Hi all,

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

Many thanks,
Sylvia

---

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

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

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

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

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

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

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

---

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

Hi Sylvia,

Only one minor change in the cost section:
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Thank you

Richard Zavitz
Principal Sponsor | Crossrail Joint Sponsor Team
Phone: [number] | 4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: tfl.gov.uk

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Lucy

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Thank you

Richard
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All,

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

Thanks,
Sylvia

From: Howard Smith [mailto: crossrail.co.uk]
Sent: 10 April 2018 12:49
To: Zavitz Richard; Mannah Sylvia; Findlay Lucy
Cc: Adams Simon; Shauna Devlin
Subject: RE: weekly mayor update

Richard,

Thanks should have spotted the ‘not BT’ point myself. Apologies.

Howard

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

Hi Sylvia,

Revised wording below for the cost section:

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

Also, I’ve noticed that the Key Dates in Appendix B are being updated following the periodic schedule, instead of on a weekly basis. This is similar to the costs. It would be worthwhile to qualify this within the table. I suggest in the heading we add: (All as at Period 12, 03 March 2018).

Thanks
Richard

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

Hi all,

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

Can you please review and get back to me.

Thanks,
Sylvia

From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 09 April 2018 16:22
To: Mannah Sylvia; external howard Smith
Cc: Zavitz Richard; Adams Simon; Shauna Devlin
Subject: RE: weekly mayor update

Here you go.

Lucy
From: Mannah Sylvia [mailto: tfl.gov.uk]
Sent: 09 April 2018 14:04
To: Lucy Findlay; Howard Smith
Cc: Zavitz Richard; Adams Simon; Shauna Devlin
Subject: RE: weekly mayor update

Hi all,

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

Thanks,
Sylvia

From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 09 April 2018 09:13
To: external howard Smith
Cc: Mannah Sylvia; Zavitz Richard; Adams Simon; Shaunadevlin
Subject: Re: weekly mayor update

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

Lucy Findlay

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

Lucy, Sylvia,

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

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From: Lucy Findlay
Sent: 08 April 2018 18:23
To: Mannah Sylvia; Howard Smith; Zavitz Richard; Adams Simon
Cc: Shauna Devlin
Subject: RE: weekly mayor update

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All,

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Thanks Sylvia – I’ve tried to “ungobbledygook” and widened out to include systemwide issues again.

Lucy
Lucy Findlay | Chief of Staff
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DD: __________________ (Internal: Ext _______ M: __________________ | CS28GM01 | _______ crossrail.co.uk
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Hi Sylvia,

The P13 report is expected next week for presentation at the CRL Board on the 26th. We could aim to incorporate them into the report on the 23rd.

Richard

---

Mannah Sylvia

10 April 2018 11:50

To: Zavitz Richard; Findlay Lucy; external howard Smith
Cc: Adams Simon; Shaunadevlin
Subject: RE: weekly mayor update

Richard, many thanks.

For appendix B if the dates are periodic, then are we due an update for this version?

---

Zavitz Richard

10 April 2018 11:07

To: Mannah Sylvia; Findlay Lucy; external howard Smith
Cc: Adams Simon; Shaunadevlin
Subject: RE: weekly mayor update

Hi Sylvia,

Revised wording below for the cost section:

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

Thanks

Richard

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

-----Original Message-----
From: Mannah Sylvia [mailto:tfl.gov.uk]
Sent: 27 March 2018 16:05
To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon
Cc: Shauna Devlin; Hughes David (Director of Strategy and Network Development)
Subject: Weekly Mayor Update 260318 - Final.docx

All,

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

Thanks,

Sylvia

******************************************************************************
The contents of this e-mail and any attached files are confidential. If you have received this email in error, please notify us immediately at postmaster@tfl.gov.uk and remove it from your system. If received in error, please do not use, disseminate, forward, print or copy this email or its content. Transport for London excludes any warranty and any liability as to the quality or accuracy of the contents of this email and any attached files.

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Click here to report this email as SPAM.
Hi Sylvia

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

Lucy

Lucy Findlay
Chief of Staff
Crossrail Ltd

From: Mannah Sylvia
Sent: 06 April 2018 17:25
To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon
Cc: Shauna Devlin
Subject: RE: weekly mayor update

Lucy and Richard,

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

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

Hope you all have a great weekend.

Sylvia

-----Original Message-----
From: Lucy Findlay [mailto:crossrail.co.uk]
Sent: 06 April 2018 13:40
To: Mannah Sylvia; external howard Smith; Zavitz Richard; Adams Simon
Cc: Shauna Devlin
Subject: weekly mayor update

Hi Sylvia

Below some input from CRL.

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

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

2 Headlines
2.1 Safety performance has continued to be strong.
2.2 Testing of the new trains and infrastructure has continued in "protected manual mode" during day time hours between Abbey Wood and Stepney Green. Updated software has been loaded onto the test train enabling testing using Communications Based Train Control (CBTC - the signalling system for the central section) and further tests contained in the dynamic testing plan.
2.3 Train testing in the eastern tunnels under signalling protection is due to commence this week and will enable testing at higher speeds and testing stopping accuracy particularly in relation to the platform screen doors.
2.4 Station and tunnel fit-out continued during the Easter period. All platform screen doors should be installed by the end of the week and lift and escalator installation is over 80 per cent commenced across all central stations.
2.5 Good progress has also been made with installation of mechanical and electrical equipment and overhead line equipment in the western section of the tunnels. In addition, preparation for energisation of the auto transformer feeder station at Westbourne Park is progressing well and the schedules is currently on track to enable a period of short circuit testing and then dynamic testing in the western section to commence in June.

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

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Thanks,

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

Lucy Findlay

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

Lucy, Sylvia,
Thanks – being pedantic suggest you use my description of ‘Protected Manual’ from the RS weekly – in PM trains are protected by the signalling system but manually driven.
Not for this week but I’m conscious the report (naturally) focuses on physical progress, as we know it’s the paper railway (assurance/RAB-C, asset info, training) that is likely to form one of, if not the, critical path so suggest we include something on this next week?
Kind regards
Howard

From: Lucy Findlay
Sent: 08 April 2018 18:23
To: Mannah Sylvia; Howard Smith; Zavitz Richard; Adams Simon
Cc: Shauna Devlin
Subject: RE: weekly mayor update
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Here you go – some comments to your comments in the attached.
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Find below a suggested change to 3.1:
3.1 CRL’s costs are reported on a periodic basis and have increased by £3m in Period 12 to £12,467m. The
Period 13 costs will be finalised at the CRL Board this week and will be reported in next week’s report.
I also suggest that paragraph 3.2 be deleted.
In Section 3.3, instead of ‘very likely to breach’ in the first sentence, change to ‘expected to breach’.
Thanks
Richard

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

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line
Date: 23 April 2018

1 Purpose
1.1 Weekly update to the Mayor outlining progress and challenges ahead of the launch of the
Elizabeth line.

1.2 The Mayor is asked to NOTE this briefing.
2 Headlines

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

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

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

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

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

3 Costs

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

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

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

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

4 Programme and Schedule

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

5 Appendix

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

#### Appendix A: Key milestones from MOHS 2018 schedule

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

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

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

Appendix C: List of Acronyms

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

Appendix D: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 23 April 2018

Note No: 8
Key Activities and Issues

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

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

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

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

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

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

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

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

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

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

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

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

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

---

From: Howard Smith [mailto: crossrail.co.uk]
Sent: 23 April 2018 08:43
To: Adams Simon
Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard
Subject: Re: weekly mayoral briefing

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

Sent from my iPhone

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

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

Sent from my iPad

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

Thanks Howard.

Sent from my iPhone

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

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

Kind regards
Howard

Sent from my iPad

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

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

BT Report:
First Bullet - 43 trains
Third Bullet - Final sentence, replace with 'Bombardier is updating it's reliability growth plan this week'.
Fifth Bullet - penultimate word 'release', rather than 'releases'.
Thirteenth (final) Bullet: 'currently being analysed and a report issued this week'

'General' Report:
In response to Richard's question, I'm personally OK with holding off the P13 numbers till after sign off of PIC wording and the CRL Board on Thursday but in that case it's worth making clear in 3.1 that 'last Period' refers to Period 12, as it could reasonably be thought to be P13.
2.5 Lucy has provided examples.
New Bullet - Do we not want to re-introduce the RAB-C, documentation etc point that Lucy suggested last time but got removed as it was seen as too complex. Frankly this will be one of the continuing issues, so it seems better to get it in and explain it now, rather than be accused of missing/hiding it when it inevitably comes up later.
Appendix A - Lucy to confirm but I believe these are all in accordance with MOHS.
Appendix B -
DB 5 - agree it's worth saying something in the text re the two non-green milestones for May - Lucy are you able to supply wording?
DB 6 Station Handover Execution Plans were issued (rather than agreed) by the end of March and are now being updated in the light of comments.
Sylvia - quite a few changes, happy to look at revised text on iPad today or first thing tomorrow (and as we said we will try and shift forward a day going forward so we have a final draft by Friday - and less intensive weekends!

Kind regards
Howard
Sent from my iPad

On 20 Apr 2018, at 16:51, Mannah Sylvia <tfl.gov.uk> wrote:

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

Sylvia

From: Lucy Findlay [mailto:crossrail.co.uk]
Sent: 20 April 2018 15:14
To: Mannah Sylvia; Adams Simon
Hi Sylvia

Headlines

2.1 Suggest you pull across the wording from BT report bullet 4 re dynamic testing
2.2 Suggest you pull across the wording from BT report page 2 bullet 2 Stage 2
2.3 Crossrail Ltd is actively managing a number of challenges relating to work needed on Network Rail (NR) assets both on the east and west surface sections. The work is critical to achieving the energisation sequence needed for dynamic testing to commence in June in the full central section. TfL and DfT are both supporting CRL in its discussions with NR and seeking urgent resolution.

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

Lucy

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

Click here to report this email as SPAM.
Would expect some comments in the doc on what is being done about upcoming non-green milestones.
Now mid-April. Was this completed on time?
When – can we include the date please?
Sylvia – to follow up on the specific question regarding fan installation.
Fan installation at stations has been in line with the forecast dates in MOHS18. Of the remaining fans, the forecast date for installation at Paddington is 5 May 2018 and the forecast date for fan installation at Bond Street is 16 July 2018.

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

From: Mannah Sylvia [mailto:tfl.gov.uk]
Sent: 23 April 2018 10:31
To: Howard Smith; Adams Simon
Cc: Lucy Findlay; Zavitz Richard
Subject: RE: weekly mayoral briefing
Importance: High

Hi all,

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

Thanks as always.

Sylvia

TRANSPORT FOR LONDON
BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line
Date: 23 April 2018

1 Purpose

1.1 Weekly update to the Mayor outlining progress and challenges ahead of the launch of the Elizabeth line.

1.2 The Mayor is asked to **NOTE** this briefing.

2 Headlines

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

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

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

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

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

3 Costs

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

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

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

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

4 Programme and Schedule

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

5 Appendix

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

Appendix A: Key milestones from MOHS 2018 schedule

<table>
<thead>
<tr>
<th>MOHS Milestones</th>
<th>MOHS2018 date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
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<td>Feb 18</td>
<td>Achieved [DB6]</td>
</tr>
<tr>
<td>Traction power on Zones 3&amp;4</td>
<td>May 18 [DB7]</td>
<td></td>
</tr>
<tr>
<td>High Voltage Non Traction Power Zones 1&amp;2</td>
<td>May 18</td>
<td></td>
</tr>
<tr>
<td>Stage 2 commencement (contingency plan)</td>
<td>May 18</td>
<td></td>
</tr>
</tbody>
</table>
### Dynamic testing Zones 3&4
- Jun 18

### Network Rail award west station contract
- Jun 18

### Handover of stations and elements to RfL and LU
- Jun-Nov

### High Voltage Non Traction Power All locations
- Jul 18

### Dynamic testing all zones
- Jul 18

### Trial running commences
- Aug 18

### Safety case for central section submitted to RAB C
- Aug 18

### Trial operations commence
- Sep 18

### Submit Approval to Place Into Service to ORR
- Sep 18

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- Tbc

### Stage 3 commencement
- 9 December 18

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

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<thead>
<tr>
<th>Risk / Issue</th>
<th>Key date</th>
<th>Mitigation / Action</th>
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**NOTE:** Links to attachments can be double-clicked to be accessed.
Appendix D: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 23 April 2018

Note No: 8

Key Activities and Issues

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

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

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

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

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

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

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

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

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

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

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

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From: Howard Smith [mailto:crossrail.co.uk]
Sent: 23 April 2018 08:43
To: Adams Simon
Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard
Subject: Re: weekly mayoral briefing

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

Howard

Sent from my iPhone

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

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

Simon

Sent from my iPad

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

Thanks Howard.

Sent from my iPhone

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

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

Kind regards
Howard

Sent from my iPad
Sylvia and colleagues,

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

BT Report:
First Bullet - 43 trains
Third Bullet - Final sentence, replace with 'Bombardier is updating it's reliability growth plan this week'.
Fifth Bullet - penultimate word 'release', rather than 'releases'.
Thirteenth (final) Bullet: 'currently being analysed and a report issued this week'

'General' Report:
In response to Richard's, question, I'm personally OK with holding off the P13 numbers till after sign off of PIC wording and the CRL Board on Thursday but in that case it's worth making clear in 3.1 that 'last Period' refers to Period 12, as it could reasonably be thought to be P13.
2.5 Lucy has provided examples.
New Bullet - Do we not want to re-introduce the RAB-C, documentation etc point that Lucy suggested last time but got removed as it was seen as too complex. Frankly this will be one of the continuing issues, so it seems better to get it in and explain it now, rather than be accused of missing/hiding it when it inevitably comes up later.
Appendix A - Lucy to confirm but I believe these are all in accordance with MOHS.
Appendix B -
DB 5 - agree it's worth saying something in the text re the two non-green milestones for May - Lucy are you able to supply wording?
DB 6 Station Handover Execution Plans were issued (rather than agreed) by the end of March and are now being updated in the light of comments.
Sylvia - quite a few changes, happy to look at revised text on IPad today or first thing tomorrow (and as we said we will try and shift forward a day going forward so we have a final draft by Friday - and less intensive weekends!

Kind regards
Howard
Sent from my iPad

On 20 Apr 2018, at 16:51, Mannah Sylvia <tf.gov.uk> wrote:

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

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

Thanks and I hope you all have a lovely weekend.

Sylvia

From: Lucy Findlay
To: Mannah Sylvia; Adams Simon
Cc: Zavitz Richard; external howard Smith
Subject: weekly mayoral briefing

Hi Sylvia

Headlines

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

2.2 Suggest you pull across the wording from BT report page 2 bullet 2 Stage 2

2.3 Crossrail Ltd is actively managing a number of challenges relating to work needed on Network Rail (NR) assets both on the east and west surface sections. The work is critical to achieving the energisation sequence needed for dynamic testing to commence in June in the full central section. TfL and DfT are both supporting CRL in its discussions with NR and seeking urgent resolution.

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Lucy

Lucy Findlay | Chief of Staff
When was this scheduled to be completed?
Can we give examples?
Between which stations
Is this something City Hall need to worry about?
On time?
On time?
Would expect some comments in the doc on what is being done about upcoming non-green milestones.
Now mid-April. Was this completed on time?
When – can we include the date please?
Ok with me.
S

From: Mannah Sylvia
Sent: 23 April 2018 10:31
To: external howard Smith; Adams Simon
Cc: Findlay Lucy; Zavitz Richard
Subject: RE: weekly mayoral briefing
Importance: High

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Thanks as always.

Sylvia

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line
Date: 23 April 2018

I Purpose

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1.2 The Mayor is asked to NOTE this briefing.

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Paddington and Hayes & Harlington.

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

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4 Programme and Schedule

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

5 Appendix

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

### Appendix A: Key milestones from MOHS 2018 schedule

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Full Stage 2 services | Tbc
Stage 3 commencement | 9 December 18

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

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<td>On-train testing start 4 May 2018</td>
<td>Close monitoring of software development for passenger service and prioritised joint lab testing at Charleroi, Belgium.</td>
</tr>
<tr>
<td>Stage 3 - 9 December 2018 - Abbey Wood to Paddington, Heathrow to Paddington mainline, Shenfield to Liverpool Street mainline</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Timely provision of design assurance information, asset data, key operations/maintenance information.</td>
<td>Systemwide Handover 5 Aug 2018</td>
<td>Maintain focus on design assurance close out rate and drive Tier 1 contractors to provide information in good time</td>
</tr>
<tr>
<td>Risk of delays to the Bombardier schedule for installation of the Class 345 on-board TCMS / CBTC (v 6.1.1 &amp; v7) impacts activities for Dynamic Testing.</td>
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<td>Preferred delivery option and programme for wifi and 4G for passengers from stage opening and maintenance teams from</td>
<td>Wi-Fi for passengers 9 Dec 2018</td>
<td>Interim on-train wifi solution proposed. Positive initial engagement with MNOs. Commence procurement.</td>
</tr>
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</table>
Appendix C: List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATC</td>
<td>Alstom, TSO, Costain joint venture</td>
</tr>
<tr>
<td>BT</td>
<td>Bombardier Transportation</td>
</tr>
<tr>
<td>CBTC</td>
<td>Communications Based Train Control</td>
</tr>
<tr>
<td>CRL</td>
<td>Crossrail Limited</td>
</tr>
<tr>
<td>DfT</td>
<td>Department for Transport</td>
</tr>
<tr>
<td>ETCS</td>
<td>European Train Control System</td>
</tr>
<tr>
<td>LU</td>
<td>London Underground</td>
</tr>
<tr>
<td>MNO</td>
<td>Mobile Network Operators</td>
</tr>
<tr>
<td>MOHS</td>
<td>Master Operating Handover Schedule</td>
</tr>
<tr>
<td>MTS</td>
<td>Mayor’s Transport Strategy</td>
</tr>
<tr>
<td>ORR</td>
<td>Office of Rail &amp; Road</td>
</tr>
<tr>
<td>PML</td>
<td>Pudding Mill Lane</td>
</tr>
<tr>
<td>RAB (C)</td>
<td>RfL Assurance Board for Crossrail</td>
</tr>
<tr>
<td>RfL</td>
<td>Rail for London</td>
</tr>
<tr>
<td>TBC</td>
<td>to be confirmed</td>
</tr>
<tr>
<td>TCMS</td>
<td>Train Control Management System</td>
</tr>
<tr>
<td>TfL</td>
<td>Transport for London</td>
</tr>
<tr>
<td>TPH</td>
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Appendix D: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 23 April 2018

Note No: 8

Key Activities and Issues

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Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard
Subject: Re: weekly mayoral briefing

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Subject: weekly mayoral briefing

Hi Sylvia
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2.2 Suggest you pull across the wording from BT report page 2 bullet 2 Stage 2
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Lucy

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

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

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

Now mid-April. Was this completed on time?
Sorry Lucy - I left the track changes in to show what’s different to last week. 2.1 came from Howard’s briefing further down.

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

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

Sent from my iPhone

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

<!-[if !supportAnnotatons]--><!-[endif]-->
Hi Sylvia
Really tricky to follow the track changes, comments, formatting changes... Are you suggesting we re-include the items from last week where David B made a comment in order to answer them?
For 2.1 – I don’t recognise the text you’ve included what I proposed you use was something similar to the BT brief bullet 4 page 1 relating to dynamic testing which is:
<!-[if !supportLists]-->•<!-[endif]-->Following approval of assurance evidence, Dynamic Testing in the Crossrail tunnels stepped up to full Automatic Mode, with the train operating successfully at 55mph in sections between Canary Wharf and Woolwich.
2.2 you seem to have included the para from last week
For 2.5 specific example you could use joining up the overhead lines on the transitions between central and surface sections; installation of balises which make the train protection system work; and cabling.

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DD: [internal: Ext: M: CS28GM01 | crossrail.co.uk
MOVING LONDON FORWARD
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MOVING LONDON FORWARD

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************************************************************************************

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

Click here to report this email as SPAM.
Thanks Simon,
What I’ll do is pull together a table with the relevant papers and dates. I’ll also include the expected timeline of the public release.
I’ll do that now to help with the discussion.
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MOVING LONDON FORWARD

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Hi all,

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

Thanks as always.

Sylvia

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line

Date: 23 April 2018

I Purpose

1.1 Weekly update to the Mayor outlining progress and challenges ahead of the launch of the Elizabeth line.

1.2 The Mayor is asked to NOTE this briefing.

2 Headlines

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

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

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

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

2.5 Crossrail Ltd is actively managing a number of challenges relating to work needed on Network Rail (NR) assets both on the east and west surface sections. The works NR needs to carry out include joining up the overhead power line between the central and surface sections as

NOTE: Links to attachments can be double-clicked to be accessed
well as cabling works. The work is critical to achieving the power sequence which is needed for
dynamic testing to commence in June in the full central section. TfL and DfT are both
supporting CRL in its discussions with NR and seeking urgent resolution to ensure these works
are completed on time.

3 Costs

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

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

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

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

4 Programme and Schedule

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

5 Appendix

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

Appendix A: Key milestones from MOHS 2018 schedule

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

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

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

<table>
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<tr>
<th>Acronym</th>
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Appendix D: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 23 April 2018

Note No: 8

Key Activities and Issues

I3 trains have been completed in Derby by Bombardier, which is in line with the plan.

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

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

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

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

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

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

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

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

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

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

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

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Sylvia/Simon In terms of milestones used in Appendix A perhaps you could shift to using the ones for stages 2 and 3 used in the ELRB slides - they are a direct extract out of our MOHS anchor milestones and updated each period and the rag status is purely against the dates rather than me being subjective? Still wouldn't cover David Bellamy's comment about wanting a reason about why something is behind programme and what is being done about it but comments against major items causing concern are already in appendix B…..all clear??
[DB8] Now mid-April. Was this completed on time?
[S9] When – can we include the date please?
Hi Sylvia,

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

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

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

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

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

Thank you

Richard

---

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

Thanks Lucy.

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

Thanks,

Sylvia

---

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

Hi Sylvia

Headlines

2.1 Suggest you pull across the wording from BT report bullet 4 re dynamic testing
2.2 Suggest you pull across the wording from BT report page 2 bullet 2 Stage 2
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Lucy
Sorry one more thing I don’t recognise the 23 May date in the cost section 3.3
Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: | Internal: Ext | M: | CS28GM01 | crossrail.co.uk
MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: tfl.gov.uk]
Sent: 20 April 2018 16:51
To: Lucy Findlay; Adams Simon
Cc: Zavitz Richard; Howard Smith
Subject: RE: weekly mayoral briefing
Hi all,
Please find attached the briefing note with comments from me. Key thing is that we address the comments that David B has raised otherwise we’ll end up going back and forth on it next week.
Howard, I’ve included your note in this version with some amends and comments, but I can send it separately as well if you want.
Thanks and I hope you all have a lovely weekend.
Sylvia

From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 20 April 2018 15:14
To: Mannah Sylvia; Adams Simon
Cc: Zavitz Richard; external howard Smith
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Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: | Internal: Ext | M: | CS28GM01 | crossrail.co.uk
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Hi all,

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

Thanks and I hope you all have a lovely weekend.

Sylvia

Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [email protected] (Internal: Ext M: [email protected] | CS28GM01 | crossrail.co.uk
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Thanks Lucy.
Simon and Richard – can you please pick up the appendix comments?
Thanks,
Sylvia

From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 20 April 2018 15:14
To: Mannah Sylvia; Adams Simon
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Subject: weekly mayoral briefing
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Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [Telephone] (Internal: Ext [Mobile]: | CS28GM01 | crossrail.co.uk
MOVING LONDON FORWARD
Re Cost: Having pressed send - and then thought about it - if we don’t include P13 costs but are doing so in the PIC draft which will be seen (as a draft) this week then I think we need, at least, to change the wording suggesting ‘breach of IP2 by 23rd May’ to include reference to something more immediate.

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

Kind regards

Howard

Sent from my iPhone

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

Sylvia and colleagues,

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

BT Report:

First Bullet - 43 trains

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

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

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

'General' Report:

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

2.5 Lucy has provided examples.

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

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

Appendix B -

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

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

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

Kind regards

Howard

Sent from my iPad

On 20 Apr 2018, at 16:51, Mannah Sylvia <tfl.gov.uk> wrote:

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

From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 20 April 2018 15:14
To: Mannah Sylvia; Adams Simon
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Lucy

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

Thanks, totally support making the Annexes consultant with MOHS.

Richard - I would be concerned if we were updating the dates in the Annex to simply reflect actuals or forecast, they need to be measured against the baselined MOHS dates (similar to the table in the BT report) and if there’s change it needs to be reported and explained - the only way to maintain the trust of City Hall.

Will also be much easier to have a standard set of dates and format for MOHS, ELRB and Mayors Weekly!

Not fussed whether we change this week (tomorrow) or flag the new format for next week but I think the principle’s absolutely sound.

Kind regards

Howard

Sent from my iPad

On 26 Apr 2018, at 17:23, Lucy Findlay <crossrail.co.uk> wrote:

...guess I could ;)
The dates and text were extracted direct from ELRB slides before but format of those slides has changed so not such an easy cut and paste of dates now and I don’t think Howard’s signed of P13 version quite yet....

We can look at tomorrow - I think I suggested last week that given ELRB slides have changed to include specific key milestones for stages with MOHS actual/forecast dates (directly extracted from our central planning system) we’d be doing all of ourselves a favour by adjusting the annexes in the weekly Mayoral update too.

Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [Internal: Ext] M: | CS28GM01 | crossrail.co.uk
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From: Zavitz Richard [mailto:tfl.gov.uk]
Sent: 26 April 2018 17:17
To: Lucy Findlay
Cc: Adams Simon; Howard Smith; Mannah Sylvia
Subject: RE: weekly report

Hi Lucy,

Will you be updating the key dates in Appendix B to match the latest reported in Period 13? I’m not hot on the detail, but there may have been some movement in the start of transition testing for example and systemwide handover? I’ll be over at Canary Wharf tomorrow so we can have a look.

Thanks

Richard

From: Lucy Findlay [mailto: crossrail.co.uk]
Sent: 26 April 2018 17:09
To: external howard Smith; Mannah Sylvia
Cc: Zavitz Richard; Adams Simon
Subject: weekly report

Hi Sylvia – here you go – some points for inclusion.

Howard - 2.4 you’ll probably want to tinker with....in fact you might want to tinker with it all!
2.1 Further dynamic testing took place 26 April - 28 April between Abbey Wood and Canary Wharf in both tunnels. Tests included running at line speed, auto reverse software and the platform screen door/train interface at Canary Wharf [note you will need to check this is not inconsistent with the BT report…].

2.2 Crossrail Ltd, working with the future infrastructure managers, maintainers and operator (MTR-Crossrail) has agreed the approach to appraising readiness for trial running, trial operations and passenger service through a T minus process and series of checkpoints in advance of Stage 3 central section services (Paddington to Abbey Wood) commencement in December 2018.

2.3 Good productivity is being achieved on installation of the emergency walkways and the overhead conducting rail in the tunnels. The energisation sequence to provide traction power from Westbourne Park to Zones 3 and 4 (Paddington to Whitechapel) remains on target to commence on 11 May to enable dynamic testing in that section to start on 11 June.

2.4 The provision of asset data, operation and maintenance manuals and training materials by contractors in time to meet the Infrastructure Managers’ (IM) needs remains challenging. CRL is applying pressure on contractors to provide materials but complete information only becomes available after testing and commissioning. CRL and the IMs are working together to prioritise critical information and training, accelerate the production of data and to make best use of it progressively as it becomes available. In addition, there is a significant volume of safety assurance and approvals required in order for dynamic testing to continue progressively adding further tests and ultimately bring the railway into safe operation. CRL has secured additional resource to assist with this as well as establishing new weekly metrics and a daily focus on required deliverables.

Lucy
Lucy Findlay | Chief of Staff
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ
DD: [Redacted] Internal: Ext: [Redacted] M: [Redacted] | CS28GM01 | crossrail.co.uk
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*******************************************************************************
From: Howard Smith
To: Manannah Sylvia
Subject: RE: Weekly Report
Date: 23 April 2018 13:00:09

Answer is 18th April
Will call re wider weekly report.
Howard

From: Manannah Sylvia [mailto: tfl.gov.uk]
Sent: 23 April 2018 11:15
To: Howard Smith
Subject: RE: Weekly Report

Hi Howard,

Below is the current version of the weekly report. I only have one question about the date of completion for the Belgium testing.

Thanks,
Sylvia

Elizabeth line - Bombardier Weekly Report 23 April 2018

Key Activities and Issues

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

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

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

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

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

Bombardier has now started building the next release (7.2) of the train control management software.

This release will be developed and approved for Stage 3 passenger service. All known defects are addressed in release 7.2 although further updates will be required to address any issues discovered in future dynamic testing and trial operations.

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

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

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

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

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

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

### Key Programme Milestones

#### Stage 2

<table>
<thead>
<tr>
<th>Milestone</th>
<th>P80 Programme (V3.5.1)</th>
<th>Current Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval for driver training on Great Western routes excluding European</td>
<td>11th Jan</td>
<td>Submitted 5 March</td>
</tr>
<tr>
<td>Train Control System</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commence build of TCMS release 7.3 (the Stage 2 passenger service software)</td>
<td>26 June</td>
<td>26 June</td>
</tr>
<tr>
<td>Independent Safety Assessment body (‘ISA’) approval for European Train</td>
<td>6 August</td>
<td>6 August</td>
</tr>
<tr>
<td>Control System MR3 software necessary for Stage 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Independent Safety Assessment body (‘ISA’) approval for TCMS release 7.3</td>
<td>18 September</td>
<td>18 September</td>
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<tr>
<td>Approval for European Train Control System driver training on Great</td>
<td>24 Aug</td>
<td>12 Oct</td>
</tr>
<tr>
<td>Western</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approvals for European Train Control System Passenger Service</td>
<td>28 Sept</td>
<td>19 Nov</td>
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</table>

#### Stage 3

<table>
<thead>
<tr>
<th>Milestone</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Completion of Transition testing at Melton ready for Central Operating</td>
<td>29 Jan</td>
</tr>
<tr>
<td>Section Dynamic Testing</td>
<td></td>
</tr>
<tr>
<td>Commence build of TCMS release 7.2 (the Stage 3 passenger service software)</td>
<td>24 April</td>
</tr>
<tr>
<td>Independent Safety Assessment body (‘ISA’) approval for European Train</td>
<td>22 May</td>
</tr>
<tr>
<td>Control System MR2 software necessary for Stage 3</td>
<td></td>
</tr>
<tr>
<td>Approval of CBTC signalling for Central Operating Section Trial Operations</td>
<td>22 Jun</td>
</tr>
<tr>
<td>Availability of 22 trains for Trial Running in the Central Operating Section</td>
<td>13 Aug</td>
</tr>
<tr>
<td>Approval of Class 345 for Stage 3 Passenger Service</td>
<td>10 Oct</td>
</tr>
<tr>
<td>Start of Stage 3 Passenger Service</td>
<td>9 Dec</td>
</tr>
</tbody>
</table>

#### Old Oak Common Depot

<table>
<thead>
<tr>
<th>Section</th>
<th>Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section A Brought into</td>
<td>1 Mar</td>
</tr>
<tr>
<td>Use</td>
<td></td>
</tr>
<tr>
<td>Section B1 Brought into</td>
<td>11 Apr</td>
</tr>
<tr>
<td>Use</td>
<td></td>
</tr>
<tr>
<td>Section C Brought into</td>
<td>30 May</td>
</tr>
<tr>
<td>Use</td>
<td></td>
</tr>
</tbody>
</table>

---Original Message---

From: Howard Smith [mailto:crosrail.co.uk]
Sent: 23 April 2018 11:14
To: Mannah Sylvia
Subject: Weekly Report

Sylvia,

Where are we with weekly report - have you amended and with Mike? Just checking there’s nothing o/s from me.

If BT’s finalised I’ll issue to them.

Howard
Sent from my iPhone
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All

Apologies for the delay sending this over to you – please see attached this week's update on the Elizabeth line.

Any queries, please let me know.

Thanks

Kate

Kate Keane
Corporate Affairs
Transport for London

From: Erica Walker [mailto: london.gov.uk]
Sent: 09 April 2018 17:07
To: Doyne Stephanie; Steer Tim; Claire Hamilton
Cc: Keane Kate; Andrew J. Brown
Subject: Re: TfL Restricted - Weekly progress update on Crossrail

Okay - thanks for the update.

Erica Walker

From: Doyne Stephanie
Sent: Monday, 9 April 2018 17:04
To: Tim Steer; Claire Hamilton; Erica Walker
Cc: Keane Kate; Andrew J. Brown
Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

We are still awaiting some clarification on a few points but will send the note over first thing tomorrow morning. Apologies for the delay.

Kind Regards

Stephanie

Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
Phone: | Auto: | Mobile: 

If you’re not on the electoral register, you won’t be able to vote in local authority elections this May. You must have registered to have your say. Find out more at https://www.yourvotematters.co.uk/. The last date to register to vote in the local elections is Tuesday 17 April.
Click [here](https://www.london.gov.uk/about-us/email-notice) to report this email as SPAM.
Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
Phone: | Auto: | Mobile:
Hi all,

Please see attached the weekly progress update for the Mayor.

Kind Regards

Stephanie

Stephanie Doyne
Corporate Affairs Manager
Customers, Communication and Technology
Palestra (11th Floor) | 197 Blackfriars Road | London SE1 8NJ
Phone: | Auto: | Mobile:
Hi Sylvia

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

Any queries, just shout.

Thanks

Kate

Kate Keane

Corporate Affairs

Transport for London

( ext.  )

Q:  

E:  tfl.gov.uk
Hopefully the final version!
Please can you copy me in when you send it to City Hall.
Thanks,
SM
Lucy has updated but I can’t see the track changes on the phone as I’m currently in Mark’s team meeting - sorry!
Hi Steph and Andy,
Attached is what I hope is the final version of this week’s report.
Thanks,
Sylvia
What I currently have – I’m waiting for them to answer my questions but will be in meeting from 1-5pm so I'll pick up on the ipad.
Hi Andy and Steph,
Attached is this week's briefing note. I've gone through it and I think we should fingers crossed be in a much better shape than last week. We've answered all but one of David B's comments as we're awaiting confirmation.
Thanks,
Sylvia
Attached is the final version of this week’s note. As always, thanks for all your help.

Fun starts all over again on Thursday!

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

Thanks,
SM
As discussed.
Hi all,
As ever, thanks for your contribution. Attached is the updated briefing note incorporating everything you've sent. I've reviewed and made some minor amends and included some minor comments. I'd be grateful if you could review and get back to me.
Thanks,
Sylvia
Sylvia Mannah
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Hi,
Attached is this week’s EL briefing note – it’s 15 pages long because we’ve combined appendix A&B and included things up to stage 5.
Thanks,
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Hi Sylvia

Below some input from CRL.

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

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

2 Headlines
2.1 Safety performance has continued to be strong.
2.2 Testing of the new trains and infrastructure has continued in "protected manual mode" during day time hours between Abbey Wood and Stepney Green. Updated software has been loaded onto the test train enabling testing using Communications Based Train Control (CBTC - the signalling system for the central section) and further tests contained in the dynamic testing plan.
2.3 Train testing in the eastern tunnels under signalling protection is due to commence this week and will enable testing at higher speeds and testing stopping accuracy particularly in relation to the platform screen doors.
2.4 Station and tunnel fit-out continued during the Easter period. All platform screen doors should be installed by the end of the week and lift and escalator installation is over 80 per cent commenced across all central stations.
2.5 Good progress has also been made with installation of mechanical and electrical equipment and overhead line equipment in the western section of the tunnels. In addition, preparation for energisation of the auto transformer feeder station at Westbourne Park is progressing well and the schedules is currently on track to enable a period of short circuit testing and then dynamic testing in the western section to commence in June.
2.6 Crossrail's delivery schedule MOHS18 remains on target overall although there has been a delay in provision of permanent high voltage power following a delay in energising the bulk supply point at Limmo. While testing of station systems can take place using temporary power, final testing requires permanent power. CRL is currently working to mitigate the impact of the delay.

Lucy

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-----Original Message-----
From: Mannah Sylvia [mailto: tfl.gov.uk]
Sent: 27 March 2018 16:05
To: Lucy Findlay; Howard Smith; Zavitz Richard; Adams Simon
Cc: Shauna Devlin; Hughes David (Director of Strategy and Network Development)
Subject: Weekly Mayor Update 260318 - Final.docx

All,

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

Thanks,
Hi Sylvia,
Upon reflection, I have thought a bit of an update may be in order as the TfL board deep dive is now old news. I have added a few words on the commissioned review of critical contracts.
Simon – let me know if you would like to make any further changes.
Thanks
Richard

I Costs

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

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

1.3 Scenario analysis presented by CRL indicates that the likelihood of their cost forecast breaching that limit by the time of the next formal report (May) is high as they incorporate the implications of the revised Master Operating Handover Schedule (MOHS), delays to energisation, revised Bombardier programme, and current levels of productivity on the systemwide contracts.

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

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