

**From:** [Varley James](#)  
**To:** [Collis Jill](#)  
**Subject:** FW: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel  
**Date:** 06 July 2018 13:39:00

---

Hi Jill,  
FYI.  
James

---

**From:** Carter Howard  
**Sent:** 06 July 2018 13:28  
**To:** Varley James  
**Cc:** Gourley Jennifer  
**Subject:** Re: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel  
James

Thanks. I'd like to talk to Mike and Gareth about how we handle this vis a vis the Board. I'll raise it at Exec co on Monday so let's hold off for a couple of days.  
Howard

Sent from my iPad

On 6 Jul 2018, at 11:34, Varley James <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Hi Howard,  
Can you let me know if its ok to send the attached note to the Panel Members?  
I've advised Jill that it would also be appended to the Actions List in the September SSHRP papers so it would become a public document in the future.  
Does it need a formal sign off by the Sandilands Board (I understand it has been seen by most of the attendees) and / or do we need to flag this up with Vernon / Comms in case it is (accidently) made public by a Panel Member?  
James

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**From:** Varley James  
**Sent:** 04 July 2018 15:02  
**To:** Collis Jill; Carter Howard  
**Subject:** RE: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel  
Hi Jill,  
Just to clarify, that would mean it goes out with the SSHRP papers in September.  
James

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**From:** Collis Jill  
**Sent:** 04 July 2018 14:53  
**To:** Varley James; Carter Howard  
**Subject:** RE: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel  
Just had a 121 with Gareth and discussed – would be good to send out with action list if Howard is happy with this  
Jill

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**From:** Varley James  
**Sent:** 04 July 2018 14:06  
**To:** Collis Jill; Carter Howard  
**Subject:** RE: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel  
Hi Jill,  
I've just given it a quick re-format for the Panel.  
We can issue prior to the next meeting (in September) or append to the Actions List (which would mean it's a public / published document).  
Can you or Howard advise which option is preferred and also let me know if it

needs further sign off (I recall a Sandilands Incident Review Board was in place to review related papers etc)

James

---

**From:** Collis Jill

**Sent:** 04 July 2018 13:32

**To:** Varley James; Carter Howard

**Cc:** Collis Jill

**Subject:** Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel

Howard, James,

The (hopefully) final version of the note to for the Panel re the Fatigue audit.

Jonathan Morris has reviewed and his suggestions incorporated.

The format is for a briefing note I suspect for the panel you will want this format to be changed? If so let me know how you want it formatting and we will do before issuing to the Panel.

Regards

Jill

**From:** [Varley James](#)  
**To:** [Kenny Shamus](#)  
**Subject:** FW: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel  
**Date:** 10 July 2018 09:57:00  
**Attachments:** [Briefing Note TOL Fatigue audit 07062018 \(HC markup\).doc](#)

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**From:** Varley James  
**Sent:** 09 July 2018 11:59  
**To:** Gourley Jennifer; Collis Jill  
**Cc:** Carter Howard; Clarke Andrea (Exc); Morris Jonathan; Adcock Emma  
**Subject:** RE: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel

Thanks Jen,

Just to confirm, this is not being sent to Members until Howard / Mike Brown / Gareth Powell have met to discuss it.

James

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**From:** Gourley Jennifer  
**Sent:** 09 July 2018 11:20  
**To:** Collis Jill; Varley James  
**Cc:** Carter Howard; Clarke Andrea (Exc); Morris Jonathan; Adcock Emma  
**Subject:** RE: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel

Both

Please find attached Howard's mark-up of the paper.

Thanks

Jen

**Jennifer Gourley**

PA to Howard Carter, General Counsel | Transport for London  
2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[\[REDACTED\]@tfl.gov.uk](#)

Phone: [\[REDACTED\]](#) (auto [\[REDACTED\]](#) | Fax: [\[REDACTED\]](#) (auto [\[REDACTED\]](#))



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off (I recall a Sandilands Incident Review Board was in place to review related papers etc)

James

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**Sent:** 04 July 2018 13:32

**To:** Varley James; Carter Howard

**Cc:** Collis Jill

**Subject:** Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel

Howard, James,

The (hopefully) final version of the note to for the Panel re the Fatigue audit. Jonathan Morris has reviewed and his suggestions incorporated.

The format is for a briefing note I suspect for the panel you will want this format to be changed?

If so let me know how you want it formatting and we will do before issuing to the Panel.

Regards

Jill

**From:** [Heidi Alexander](#)  
**To:** [Carter Howard](#)  
**Cc:** [Carter Howard](#); [Brown Mike \(Commissioner\)](#); [Powell Gareth](#); [Everitt Vernon](#); [Collis Jill](#); [Kenny Shamus](#); [Brown Andy \(Corporate Affairs\)](#); [Milne Jamie](#); [Herbert Sarah \(PA to Deputy Chair of TfL\)](#); [Thomson Linda](#); [Branks Kirsten](#); [Tagg Ella \(ST\)](#); [Gourley Jennifer](#); [Van Der Nest Christian \(ST\)](#); [Milford Stephen](#); [Quearney Carol \(ST\)](#); [Quinn Amy](#); [Gourley Jennifer](#)  
**Subject:** RE: Briefing Note to Board Members on TOL Fatigue Management IA Report  
**Date:** 24 July 2018 15:57:55

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I am fine with this being circulated.

Thanks

Heidi

Heidi Alexander | Deputy Mayor for Transport

City Hall | The Queen's Walk | London | SE1 2AA

---

From: Gourley Jennifer [mailto: [REDACTED]@tfl.gov.uk] On Behalf Of Carter Howard

Sent: 24 July 2018 14:41

To: Heidi Alexander

Cc: [REDACTED]@tfl.gov.uk; Mike Brown ; Powell Gareth ; [REDACTED]@tfl.gov.uk; Collis Jill ; Kenny Shamus ; Andrew J. Brown ; jamie milne ; Herbert Sarah (PA to Deputy Chair of TfL) ; Thomson Linda ; Branks Kirsten ; Tagg Ella (ST) ; Gourley Jennifer ; Van Der Nest Christian (ST) ; Milford Stephen ; Quearney Carol (ST) ; [REDACTED]@tfl.gov.uk; Gourley Jennifer

Subject: Briefing Note to Board Members on TOL Fatigue Management IA Report

Importance: High

Heidi

As mentioned last week, I have attached the note that we propose to send to the Board to follow up on the action from the last meeting to explain how the TfL Internal Audit Report into fatigue management was not sent to the relevant investigative bodies. The note has been approved by Mike, Gareth, Vernon and Jill.

With apologies for the late timing, we would like to send this to the Board today if at all possible.

I am seeing you shortly and will bring a hard copy with me.

Howard

Howard Carter

General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email: [REDACTED]@tfl.gov.uk

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



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**From:** [Varley James](#)  
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**Cc:** [Gourley Jennifer](#)  
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**Date:** 06 July 2018 13:39:00

---

Hi Howard,  
No problem. We'll catch up next week.  
James

---

**From:** Carter Howard  
**Sent:** 06 July 2018 13:28  
**To:** Varley James  
**Cc:** Gourley Jennifer  
**Subject:** Re: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel  
James

Thanks. I'd like to talk to Mike and Gareth about how we handle this vis a vis the Board. I'll raise it at Exec co on Monday so let's hold off for a couple of days.  
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**From:** [Collis Jill](#)  
**To:** [Varley James](#)  
**Subject:** RE: Briefing Note TOL Fatigue audit for Safety Sustainability HR Panel  
**Date:** 06 July 2018 14:49:24

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Thanks

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**From:** Varley James  
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**Cc:** Collis Jill

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Regards

Jill

**From:** [Kenny Shamus](#)  
**To:** [Marshall Kristy](#); [Carter Howard](#); [Brown Andy \(Corporate Affairs\)](#); [Morris Jonathan](#); [Everitt Vernon](#); [Clarke Andrea \(Exc\)](#); [Collis Jill](#)  
**Cc:** [Gourley Jennifer](#); [Gasson Sarah](#)  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
**Date:** 27 July 2018 15:16:47

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I can also confirm that a link has been provided:

- On the SSHR Panel page – under the Audit report:  
<https://tfl.gov.uk/corporate/publications-and-reports/safety-sustainability-hr>
- On the 25 July Board Actions List item: <http://content.tfl.gov.uk/board-20180725-item04-matters-arising-updated.pdf>

Shamus

---

**From:** Marshall Kristy  
**Sent:** 26 July 2018 14:27  
**To:** Carter Howard; Brown Andy (Corporate Affairs); Morris Jonathan; Everitt Vernon; Clarke Andrea (Exc); Collis Jill  
**Cc:** Gourley Jennifer; Gasson Sarah; Kenny Shamus  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
Afternoon All

Just to confirm the paper on the TOL fatigue audit from yesterday's Board has now been published on the Sandilands page of our website as the top link under 'Our statements', here: <https://tfl.gov.uk/modes/trams/croydon-tram-derailment?intcmp=43907>

Thanks, Kristy

---

**From:** Carter Howard  
**Sent:** 18 July 2018 10:34  
**To:** Marshall Kristy; Brown Andy (Corporate Affairs)  
**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
Thanks. Yes, I'll ask Shamus to do that. It will be after the Board meeting next week.  
Howard

---

**From:** Marshall Kristy  
**Sent:** 18 July 2018 10:28  
**To:** Carter Howard; Brown Andy (Corporate Affairs)  
**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
If someone can provide me with the specific link from the board papers (like this previous one: <http://content.tfl.gov.uk/sshrp-20180122-item03-tram-overturning-at-sandilands-investigations-update.pdf>), I can then ask Digital to publish it on the below list of documents on the Sandilands page.  
Thanks, Kristy

## Our statements

- [Contract notice for automatic braking system](#)
- [GLA press release on funding for Croydon Council recovery activities](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 22 January 2018](#)
- [TfL response to RAIB report into Croydon tram tragedy](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 22 November 2017](#)
- [First anniversary of Croydon tram incident - statement by Mike Brown MVO, London's Transport Commissioner, 9 November 2017](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 28 September 2017](#)
- [Croydon tram derailment - TfL's response to latest RAIB update, 3 August 2017](#)

---

**From:** Carter Howard  
**Sent:** 18 July 2018 10:15  
**To:** Brown Andy (Corporate Affairs); Marshall Kristy  
**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
Correct except the intention is to publish it straight after the Board meeting with the Board papers and with the other Sandilands material on the website. This is because Heidi specifically asked that we make it easy to find however people look for it.  
Howard

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 18 July 2018 09:13  
**To:** Marshall Kristy; Carter Howard  
**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah  
**Subject:** Re: Confidential & Privileged - TfL Restricted - Sandilands  
Kristy

I think Howard said on Monday that the plan is to:

- send the briefing note to all Members in advance of next week's Board meeting, but don't publish it anywhere
- reference it at the meeting if the subject comes up
- publish it on the Sandilands web page only, after the meeting and described as a paper that will go to the SSHRP
- publish it in the Board Papers section of the website as part of the next SSHRP meeting papers (in September?)

But Howard - my memory is a bit fuzzy - can you confirm I've got that right?

Andy

On 17 Jul 2018, at 11:06, Marshall Kristy <[REDACTED]@tfl.gov.uk> wrote:

Where are we proposing to publish the briefing note on the website? I wouldn't recommend the Sandilands page on this occasion – could it just go on the board papers area?

Thanks, Kristy

---

**From:** Gourley Jennifer  
**Sent:** 17 July 2018 11:01  
**To:** Powell Gareth; Collis Jill; Morris Jonathan; Everitt Vernon; Fox Jonathan; O'Neill Rory; Brown Andy (Corporate Affairs); Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Morris Jonathan; Lyons Greg; Savill Keith; Van Der Nest Christian (ST); Gasson Sarah; Clements Chris; Nichols Liam; Marshall Kristy  
**Cc:** Carter Howard; Kenny Shamus; Varley James; Quinn Amy; Lee Stuart; Birtill Oliver (ST); Nichols Liam  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

All

Please find attached draft answer to MQ 2018/1966 from Caroline Pidgeon asking for a copy of the 'human error' Board report.

Grateful for any comments.

**Jennifer Gourley**

PA to Howard Carter, General Counsel | Transport for London  
2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[REDACTED]@tfl.gov.uk

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



**From:** Marshall Kristy

**Sent:** 10 July 2018 12:00

**To:** Carter Howard; Collis Jill; Morris Jonathan; Brown Andy (Corporate Affairs); Powell Gareth; Everitt Vernon; O'Neill Rory; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Savill Keith; Kenny Shamus; Varley James; Van Der Nest Christian (ST); Gourley Jennifer; Gasson Sarah

**Cc:** Clements Chris; Nichols Liam

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

All,

There are also a lot of MQ's about the fatigue report this month. They will be drafted and cleared via normal channels but I will ask to see proposed responses to share with this group as well.

Thanks, Kristy.

## Refusal to formally request Rail Accident Investigation Branch and SNC-Lavalin to re-issue their reports

Question No: 2018/1967

[Keith Prince](#)

In his formal 20 June response to a formal request from a blogger, the Chief Investigator of the Rail Accident Investigation Branch (RAIB) has confirmed RAIB's intention to issue an update to its final report which will include "reference to IA 17 780 and its key findings". Given that the RAIB has agreed to amend its report to include IA 17 780's key findings and to ensure all lessons from the Croydon Crash are learned and made public, will you reconsider your refusal to formally request SNC Lavalin to amend its report as RAIB has agreed to do?

## Failure by Transport for London to provide Croydon Tram Fatigue Risk Management Investigation to British Transport Police

Question No: 2018/1968

[Keith Prince](#)

As you know, a First Group Tram Driver is being investigated for manslaughter by the British Transport Police for the 9 November 2016 crash. Do you think Transport for London's (TfL) failure to provide Internal Audit IA 17 780 - which reveals, inter alia, that

1. Tram Operations Limited's (TOL) Fatigue Risk Management System Guidance does not clearly detail the roles and responsibilities for those employees involved in managing fatigue;
2. TOL has no formal process for determining when fatigue risk analysis should be carried out;
3. TOL's fatigue risk awareness training does not include "Personal assessment of fatigue risk" or "training for Control room staff in recognising fatigue in drivers when booking on."

- from when it was issued on 15 September 2017 to when TfL sent it (12 February 2018) constitutes a manifest failure of disclosure of key evidence by TfL which might threaten both the objectivity and integrity of BTP's investigation?

## Questions Raised by Mayor's Response to MQT about IA 17 780 and 23 May Transport for London Board meeting

Question No: 2018/1969

[Keith Prince](#)

Your response to Question 2018/1358 only raises more questions than answers.

a) You allege that Transport for London (TfL) only "discovered" it had not sent IA 17

780 to the Rail Accident Investigation Branch, SNC-Lavalin, Office of Rail and Road, British Transport Police and the Coroner after the question was raised at the 22 January SSHR Meeting. A review of the 22 January 2018 meeting minutes does not capture the event you cite, so please provide me with all documentary evidence TfL might possess to confirm your statement.

b) Seeing that over 3 working weeks transpired between 22 January and 12 February (when you indicate IA 17 780 was disclosed), what explains the three-week gap before meaningful action was taken?

c) At the 23 May TfL Board Meeting, the Chair of the Safety, Sustainability and Human Resources (SSHR) Panel states that he asked TfL Bosses 3 times whether or not they had disclosed the document. **Will you confirm with the SSHR Chair the exact dates to which he's referring and if 22 January 2018 is indeed one of them?**

## Safety Performance Measures in FirstGroup Tram Operations Limited's Croydon Tram Contract

Question No: 2018/1718

[Caroline Pidgeon](#)

In your response to my Question 2017/3872 you stated: "there is currently no need to amend" Tram Operations Limited's 30-year contract with Transport for London to include safety provisions. Given the nine substantive safety issues revealed in Fatigue Audit IA 17 780 and your stated Vision Zero policy, have you now changed your initial position on this matter?

## Administrative Error" and Fatigue Audit Report IA 17 780 (1)

Question No: 2018/1719

[Caroline Pidgeon](#)

In your response to my Question 2018/1312 you stated: "TfL has strengthened its procedures to ensure more robust checks are undertaken on whether any internal reports could be of interest to external investigating bodies." Please provide me with a copy of the official communication which confirms how these procedures have been "strengthened" so an "administrative error" which you report to have occurred with IA 17 780 will not occur again.

## Fatigue Audits of First Group Tram Operations Limited's Tram Drivers

Question No: 2018/1723

[Caroline Pidgeon](#)

Your response to Question 2018/1315 confirmed that only two such audits have taken place since Transport for London (TfL) acquired the Croydon Tram Operation from its Private Finance Initiative Partners in 2008. Why did TfL conduct so few audits of the fitness and competence of Tram Operations Limited's Tram drivers? How often does TfL intend to carry out such audits in the future?

---

**From:** Gourley Jennifer **On Behalf Of** Carter Howard

**Sent:** 10 July 2018 11:55

**To:** Collis Jill; Morris Jonathan; Brown Andy (Corporate Affairs)

**Cc:** Carter Howard; Powell Gareth; Everitt Vernon; O'Neill Rory; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Kenny Shamus; Varley James; Van Der Nest Christian (ST); Gourley Jennifer

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Thanks.

The changes are fine by me.

Gareth and I discussed this briefly yesterday and concluded that it

would probably be best to send this to the whole Board as a follow up to the action at the last Board meeting in good time for the Board meeting on 25 July. We have the option of publishing it with the papers or circulating it to Members and then publishing it after the meeting.

If Mike agrees with this then I presume he would want to raise it with Heidi.

Howard

**Howard Carter**

General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

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

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



---

**From:** Collis Jill

**Sent:** 10 July 2018 11:06

**To:** Morris Jonathan; Brown Andy (Corporate Affairs)

**Cc:** O'Neill Rory; Carter Howard; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Gourley Jennifer

**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands

Jonathan/Andy

The RAIB and ORR do not expect us to automatically share all our audit reports with them, but ~~to in each case we~~ review whether our reports might be material to their investigations and provide them as appropriate. In hindsight, this should have happened in this case. We also provide the RAIB and ORR with any material they themselves request as part of their investigations.

---

**From:** Morris Jonathan

**Sent:** 10 July 2018 10:58

**To:** Brown Andy (Corporate Affairs); Collis Jill

**Cc:** O'Neill Rory; Carter Howard; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Gourley Jennifer

**Subject:** Re: Confidential & Privileged - TFL Restricted - Sandilands

Thank you Andy, those changes are useful. I like the new approach in para 2.7, but Jill will need to be content that it is an accurate description of what is done.

Jill, I am not sure that we do review in each case: "... but in each case we review whether our reports might be material to their investigations and provide them as appropriate." Is it more like "but if a report is [considered to be /thought to be /identified as being] material to an investigation we would provide it to them."?

Jonathan

On 10 Jul 2018, at 10:45, Brown Andy (Corporate Affairs)

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

Thanks Jonathan

I have made one substantive change tracked in 2.4 in the attached, to make it clearer who we're referring to when we say 'the families'.

I've also deleted a repeated 'had' in 2.11.

I am a bit nervous about the first sentence in 2.7; to me it sounds like 'computer says no' and that we are holding up 'the procedures' as some sort of idol that cannot be challenged. I wonder if it would be better to reword 2.7 as something like this?

The RAIB and ORR do not expect us to automatically share all our audit reports with them, but in each case we review whether our reports might be material to their investigations and provide them as appropriate. In hindsight, this should have happened in this case. We also provide the RAIB and ORR with any material they themselves request as part of their investigations.

Sorry, I know Jill asked for any suggested changes to be kept an absolute minimum.

I think the action from yesterday's meeting was for me to run this paper (once finalised) past Mike in advance of it being shared with Board members before the 25 July Board meeting. I will do that tomorrow, once he is back in the office.

The other question was whether he would like it to be shared with Heidi and the Mayor before it is circulated to Board Members. I'll check that with him but my assumption would be yes.

Andy

[REDACTED] | [REDACTED]

---

**From:** O'Neill Rory

**Sent:** 10 July 2018 08:55

**To:** Morris Jonathan

**Cc:** Carter Howard; Collis Jill; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Brown Andy (Corporate Affairs); Gourley Jennifer

**Subject:** Re: Confidential & Privileged - TfL Restricted - Sandilands

No further comment from me.

Rgds,

Rory

Rory O'Neill

General Manager, London Overground

London Overground

1st floor, Overground House, 125 Finchley Road, London, NW3

6HY

Tel [REDACTED] | Auto [REDACTED] | Mobile [REDACTED] Email

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

On 9 Jul 2018, at 12:53, Morris Jonathan

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

Further to the discussion at the Steering Group meeting earlier, I attach a clean and track change version of the

latest draft of the briefing paper regarding the Audit of  
TOL's fatigue management.

**Jonathan Morris** Head of Commercial Disputes  
Resolution, Legal

**Transport for London** 3<sup>rd</sup> Floor, Petty France, 55  
Broadway, London SW1H 0BD

**[REDACTED]** [tfl.gov.uk](https://www.tfl.gov.uk) Tel: **[REDACTED]**

(ext. **[REDACTED]**)

Legal 500 2018 in-house transport team of the year



**From:** [Marshall Kristy](#)  
**To:** [Kenny Shamus](#); [Gourley Jennifer](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands  
**Date:** 26 July 2018 13:13:19

---

Thanks, will do.

---

**From:** Kenny Shamus  
**Sent:** 26 July 2018 13:13  
**To:** Marshall Kristy; Gourley Jennifer  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands  
It was sent to Members 24/7 So use that date

Sent with BlackBerry Work ([www.blackberry.com](http://www.blackberry.com))

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**From:** Marshall Kristy  
**Sent:** 26 Jul 2018 13:10  
**To:** Kenny Shamus ; Gourley Jennifer  
**Cc:** "Brown Andy (Corporate Affairs)"  
**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands

Do you think I can still call the link on the Sandilands page 'Paper to the TFL Board, 25 July 2018' (in red below) to make it consistent with the others that are listed?

## Our statements

- [Paper to the TFL Board, 25 July 2018](#)
  - [Contract notice for automatic braking system](#)
  - [GLA press release on funding for Croydon Council recovery activities](#)
  - [Paper to the TFL Safety, Sustainability and HR Panel, 22 January 2018](#)
  - [TFL response to RAIB report into Croydon tram tragedy](#)
  - [Paper to the TFL Safety, Sustainability and HR Panel, 22 November 2017](#)
  - [First anniversary of Croydon tram incident - statement by Mike Brown MVO, London's Transport Commissioner, 9 November 2017](#)
  - [Paper to the TFL Safety, Sustainability and HR Panel, 28 September 2017](#)
  - [Croydon tram derailment - TFL's response to latest RAIB update, 3 August 2017](#)
- 

**From:** Kenny Shamus  
**Sent:** 26 July 2018 12:37  
**To:** Marshall Kristy; Gourley Jennifer  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands

Hi Kirsty

I've amended the document title and metadata.

I can't change the headings or other information in the paper as we should publish what was sent to the Board. It wasn't a paper for a meeting of the SSHR Panel so we can't badge it as such. Is that what you meant?

I am out for the afternoon so please call before 1pm if you need to discuss or any further changes.

Thanks  
Shamus

---

**From:** Marshall Kristy  
**Sent:** 26 July 2018 12:25

**To:** Kenny Shamus; Gourley Jennifer  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Thanks Shamus. Is it possible to get it in the same format as previous SSHR papers, so its consistent etc?

If not, can we save this pdf to something more formal, like 'Paper to the TfL Board, 25 July 2018'? Digital sent me over some guidance on the 'metadata' requirements for publishing on website, see attached.

Thanks, Kristy

---

**From:** Kenny Shamus  
**Sent:** 26 July 2018 12:01  
**To:** Marshall Kristy; Gourley Jennifer  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Hi Kirsty

The note is attached. I'm determining with Howard if, in addition to the Sandilands page, this should be on the SSHR Panel page that already contains the actual Audit Report.

Shamus

---

**From:** Marshall Kristy  
**Sent:** 26 July 2018 11:38  
**To:** Gourley Jennifer; Kenny Shamus  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Hi Jen, Shamus

I didn't receive anything to upload yesterday, was there a change in plan?

Thanks, Kristy

---

**From:** Gourley Jennifer  
**Sent:** 24 July 2018 15:35  
**To:** Marshall Kristy  
**Cc:** Carter Howard; Brown Andy (Corporate Affairs); Kenny Shamus; Collis Jill; Gasson Sarah  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Kristy

Shamus will send you the final version once it has been agreed and sent to Members.

Jen

**Jennifer Gourley**

PA to Howard Carter, General Counsel | Transport for London  
2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[tfl.gov.uk](mailto:jen.gourley@tfl.gov.uk)

Phone: [redacted] (auto [redacted]) | Fax: [redacted] (auto [redacted])



---

**From:** Marshall Kristy  
**Sent:** 23 July 2018 15:52  
**To:** Carter Howard; Brown Andy (Corporate Affairs); Kenny Shamus  
**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Hi Howard

Is the attached the final version of the briefing note that we are going to publish after the Board on Wednesday? If so, Shamus are you able to put it into the format we need to link on the Sandilands page on Wednesday afternoon?

Thanks, Kristy

---

**From:** Carter Howard  
**Sent:** 18 July 2018 10:34  
**To:** Marshall Kristy; Brown Andy (Corporate Affairs)  
**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
Thanks. Yes, I'll ask Shamus to do that. It will be after the Board meeting next week.  
Howard

---

**From:** Marshall Kristy  
**Sent:** 18 July 2018 10:28  
**To:** Carter Howard; Brown Andy (Corporate Affairs)  
**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
If someone can provide me with the specific link from the board papers (like this previous one: <http://content.tfl.gov.uk/sshrp-20180122-item03-tram-overturning-at-sandilands-investigations-update.pdf>), I can then ask Digital to publish it on the below list of documents on the Sandilands page.  
Thanks, Kristy

## Our statements

- [Contract notice for automatic braking system](#)
- [GLA press release on funding for Croydon Council recovery activities](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 22 January 2018](#)
- [TfL response to RAIB report into Croydon tram tragedy](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 22 November 2017](#)
- [First anniversary of Croydon tram incident - statement by Mike Brown MVO, London's Transport Commissioner, 9 November 2017](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 28 September 2017](#)
- [Croydon tram derailment - TfL's response to latest RAIB update, 3 August 2017](#)

**From:** Carter Howard  
**Sent:** 18 July 2018 10:15  
**To:** Brown Andy (Corporate Affairs); Marshall Kristy  
**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
Correct except the intention is to publish it straight after the Board meeting with the Board papers and with the other Sandilands material on the website. This is because Heidi specifically asked that we make it easy to find however people look for it.  
Howard

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 18 July 2018 09:13  
**To:** Marshall Kristy; Carter Howard  
**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah  
**Subject:** Re: Confidential & Privileged - TfL Restricted - Sandilands  
Kristy

I think Howard said on Monday that the plan is to:

- send the briefing note to all Members in advance of next week's Board meeting, but don't publish it anywhere
- reference it at the meeting if the subject comes up
- publish it on the Sandilands web page only, after the meeting and described as a paper that will go to the SSHRP
- publish it in the Board Papers section of the website as part of the next SSHRP meeting papers

(in September?)

But Howard - my memory is a bit fuzzy - can you confirm I've got that right?

Andy

On 17 Jul 2018, at 11:06, Marshall Kristy <[REDACTED]@tfl.gov.uk> wrote:

Where are we proposing to publish the briefing note on the website? I wouldn't recommend the Sandilands page on this occasion – could it just go on the board papers area?

Thanks, Kristy

---

**From:** Gourley Jennifer

**Sent:** 17 July 2018 11:01

**To:** Powell Gareth; Collis Jill; Morris Jonathan; Everitt Vernon; Fox Jonathan; O'Neill Rory; Brown Andy (Corporate Affairs); Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Morris Jonathan; Lyons Greg; Savill Keith; Van Der Nest Christian (ST); Gasson Sarah; Clements Chris; Nichols Liam; Marshall Kristy

**Cc:** Carter Howard; Kenny Shamus; Varley James; Quinn Amy; Lee Stuart; Birtill Oliver (ST); Nichols Liam

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

All

Please find attached draft answer to MQ 2018/1966 from Caroline Pidgeon asking for a copy of the 'human error' Board report.

Grateful for any comments.

**Jennifer Gourley**

PA to Howard Carter, General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[REDACTED]@tfl.gov.uk

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



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**From:** Marshall Kristy

**Sent:** 10 July 2018 12:00

**To:** Carter Howard; Collis Jill; Morris Jonathan; Brown Andy (Corporate Affairs); Powell Gareth; Everitt Vernon; O'Neill Rory; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Savill Keith; Kenny Shamus; Varley James; Van Der Nest Christian (ST); Gourley Jennifer; Gasson Sarah

**Cc:** Clements Chris; Nichols Liam

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

All,

There are also a lot of MQ's about the fatigue report this month. They will be drafted and cleared via normal channels but I will ask to see proposed responses to share with this group as well.

Thanks, Kristy.

Refusal to formally request Rail Accident Investigation Branch and SNC-Lavalin to re-issue their reports

Question No: 2018/1967

**Keith Prince**

In his formal 20 June response to a formal request from a blogger, the Chief Investigator of the Rail Accident Investigation Branch (RAIB) has confirmed RAIB's intention to issue an update to its final report which will include "reference to IA 17 780 and its key findings". Given that the RAIB has agreed to amend its report to include IA 17 780's key findings and to ensure all lessons from the Croydon Crash

are learned and made public, will you reconsider your refusal to formally request SNC Lavalin to amend its report as RAIB has agreed to do?

## Failure by Transport for London to provide Croydon Tram Fatigue Risk Management Investigation to British Transport Police

Question No: 2018/1968

[Keith Prince](#)

As you know, a First Group Tram Driver is being investigated for manslaughter by the British Transport Police for the 9 November 2016 crash. Do you think Transport for London's (TfL) failure to provide Internal Audit IA 17 780 - which reveals, inter alia, that

1. Tram Operations Limited's (TOL) Fatigue Risk Management System Guidance does not clearly detail the roles and responsibilities for those employees involved in managing fatigue;
2. TOL has no formal process for determining when fatigue risk analysis should be carried out;
3. TOL's fatigue risk awareness training does not include "Personal assessment of fatigue risk" or "training for Control room staff in recognising fatigue in drivers when booking on."

- from when it was issued on 15 September 2017 to when TfL sent it (12 February 2018) constitutes a manifest failure of disclosure of key evidence by TfL which might threaten both the objectivity and integrity of BTP's investigation?

## Questions Raised by Mayor's Response to MQT about IA 17 780 and 23 May Transport for London Board meeting

Question No: 2018/1969

[Keith Prince](#)

Your response to Question 2018/1358 only raises more questions than answers.

a) You allege that Transport for London (TfL) only "discovered" it had not sent IA 17 780 to the Rail Accident Investigation Branch, SNC-Lavalin, Office of Rail and Road, British Transport Police and the Coroner after the question was raised at the 22 January SSHR Meeting. A review of the 22 January 2018 meeting minutes does not capture the event you cite, so please provide me with all documentary evidence TfL might possess to confirm your statement.

b) Seeing that over 3 working weeks transpired between 22 January and 12 February (when you indicate IA 17 780 was disclosed), what explains the three-week gap before meaningful action was taken?

c) At the 23 May TfL Board Meeting, the Chair of the Safety, Sustainability and Human Resources (SSHR) Panel states that he asked TfL Bosses 3 times whether or not they had disclosed the document. **Will you confirm with the SSHR Chair the exact dates to which he's referring and if 22 January 2018 is indeed one of them?**

## Safety Performance Measures in FirstGroup Tram Operations Limited's Croydon Tram Contract

Question No: 2018/1718

[Caroline Pidgeon](#)

In your response to my Question 2017/3872 you stated: "there is currently no need to amend" Tram Operations Limited's 30-year contract with Transport for London to include safety provisions. Given the nine substantive safety issues revealed in Fatigue Audit IA 17 780 and your stated Vision Zero policy, have you now changed

your initial position on this matter?

## Administrative Error" and Fatigue Audit Report IA 17 780 (1)

Question No: 2018/1719

[Caroline Pidgeon](#)

In your response to my Question 2018/1312 you stated: "TfL has strengthened its procedures to ensure more robust checks are undertaken on whether any internal reports could be of interest to external investigating bodies." Please provide me with a copy of the official communication which confirms how these procedures have been "strengthened" so an "administrative error" which you report to have occurred with IA 17 780 will not occur again.

## Fatigue Audits of First Group Tram Operations Limited's Tram Drivers

Question No: 2018/1723

[Caroline Pidgeon](#)

Your response to Question 2018/1315 confirmed that only two such audits have taken place since Transport for London (TfL) acquired the Croydon Tram Operation from its Private Finance Initiative Partners in 2008. Why did TfL conduct so few audits of the fitness and competence of Tram Operations Limited's Tram drivers? How often does TfL intend to carry out such audits in the future?

---

**From:** Gourley Jennifer **On Behalf Of** Carter Howard

**Sent:** 10 July 2018 11:55

**To:** Collis Jill; Morris Jonathan; Brown Andy (Corporate Affairs)

**Cc:** Carter Howard; Powell Gareth; Everitt Vernon; O'Neill Rory; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Kenny Shamus; Varley James; Van Der Nest Christian (ST); Gourley Jennifer

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Thanks.

The changes are fine by me.

Gareth and I discussed this briefly yesterday and concluded that it would probably be best to send this to the whole Board as a follow up to the action at the last Board meeting in good time for the Board meeting on 25 July. We have the option of publishing it with the papers or circulating it to Members and then publishing it after the meeting.

If Mike agrees with this then I presume he would want to raise it with Heidi.

Howard

**Howard Carter**

General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[\[redacted\]@tfl.gov.uk](#)

Phone: [redacted] (auto [redacted]) | Fax: [redacted] (auto [redacted])



---

**From:** Collis Jill

**Sent:** 10 July 2018 11:06

**To:** Morris Jonathan; Brown Andy (Corporate Affairs)

**Cc:** O'Neill Rory; Carter Howard; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Gourley Jennifer

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Jonathan/Andy

The RAIB and ORR do not expect us to automatically share all our audit reports with them, but ~~to in each case we~~ review whether our reports might be material to their investigations and provide them as appropriate. In hindsight, this should have happened in this case. We also provide the RAIB and ORR with any material they themselves request as part of their investigations.

---

**From:** Morris Jonathan

**Sent:** 10 July 2018 10:58

**To:** Brown Andy (Corporate Affairs); Collis Jill

**Cc:** O'Neill Rory; Carter Howard; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Gourley Jennifer

**Subject:** Re: Confidential & Privileged - TFL Restricted - Sandilands

Thank you Andy, those changes are useful. I like the new approach in para 2.7, but Jill will need to be content that it is an accurate description of what is done.

Jill, I am not sure that we do review in each case: " ... but in each case we review whether our reports might be material to their investigations and provide them as appropriate." Is it more like " but if a report is [considered to be /thought to be /identified as being] material to an investigation we would provide it to them."?

Jonathan

On 10 Jul 2018, at 10:45, Brown Andy (Corporate Affairs)

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

Thanks Jonathan

I have made one substantive change tracked in 2.4 in the attached, to make it clearer who we're referring to when we say 'the families'.

I've also deleted a repeated 'had' in 2.11.

I am a bit nervous about the first sentence in 2.7; to me it sounds like 'computer says no' and that we are holding up 'the procedures' as some sort of idol that cannot be challenged. I wonder if it would be better to reword 2.7 as something like this?

The RAIB and ORR do not expect us to automatically share all our audit reports with them, but in each case we review whether our reports might be material to their investigations and provide them as appropriate. In hindsight, this should have happened in this case. We also provide the RAIB and ORR with any material they themselves request as part of their investigations.

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The other question was whether he would like it to be shared

with Heidi and the Mayor before it is circulated to Board Members. I'll check that with him but my assumption would be yes.

Andy

[REDACTED] | [REDACTED]

---

**From:** O'Neill Rory

**Sent:** 10 July 2018 08:55

**To:** Morris Jonathan

**Cc:** Carter Howard; Collis Jill; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Brown Andy (Corporate Affairs); Gourley Jennifer

**Subject:** Re: Confidential & Privileged - TfL Restricted - Sandilands

No further comment from me.

Rgds,

Rory

Rory O'Neill

General Manager, London Overground

London Overground

1st floor, Overground House, 125 Finchley Road, London, NW3

6HY

Tel [REDACTED] | Auto [REDACTED] | Mobile [REDACTED] Email

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

On 9 Jul 2018, at 12:53, Morris Jonathan

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

Further to the discussion at the Steering Group meeting earlier, I attach a clean and track change version of the latest draft of the briefing paper regarding the Audit of TOL's fatigue management.

**Jonathan Morris** Head of Commercial Disputes Resolution, Legal

**Transport for London** 3<sup>rd</sup> Floor, Petty France, 55 Broadway, London SW1H 0BD

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

(ext. [REDACTED])

Legal 500 2018 in-house transport team of the year



**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Carter Howard](#)  
**Cc:** [Marshall Kristy](#); [Collis Jill](#); [Morris Jonathan](#); [Powell Gareth](#); [Everitt Vernon](#); [O'Neill Rory \(LO\)](#); [Evers Mark](#); [Davis Mark \(Trams\)](#); [Clarke Andrea \(Exc\)](#); [Lyons Greg](#); [Savill Keith](#); [Kenny Shamus](#); [Varley James](#); [Van Der Nest Christian \(ST\)](#); [Gourley Jennifer](#); [Gasson Sarah](#); [Clements Chris](#); [Nichols Liam](#); [Thomson Linda](#); [Branks Kirsten](#); [Tagg Ella \(ST\)](#)  
**Subject:** Re: Confidential & Privileged - Tfl Restricted - Sandilands  
**Date:** 12 July 2018 18:32:13

---

OK great - thanks Howard

Andy

On 12 Jul 2018, at 18:28, Carter Howard <[\[REDACTED\]](#)> wrote:

Andy

I will be sending Heidi the board pack tomorrow and I have a meeting with her on Monday to discuss it so makes sense for me to do it as part of that.

Howard

Sent from my iPad

On 12 Jul 2018, at 18:09, Brown Andy (Corporate Affairs) <[\[REDACTED\]](#)> wrote:

Dear all

I took Mike through the plan for this SSHRP / Board paper this afternoon. He read it in detail and has asked for a number of drafting changes - I have tracked these in the attached.

He asked that we explain our approach (ie circulating to Board members in advance of the 25 July Board meeting) to Heidi Alexander and check she is happy with that, and whether she wants to first inform the Mayor.

**Howard** - are you OK to do that or would you like me to?

I will reply to the separate chain on the glazing issue that was also raised at Monday's meeting.

Andy

On 10 Jul 2018, at 11:59, Marshall Kristy <[\[REDACTED\]](#)> wrote:

All,

There are also a lot of MQ's about the fatigue report this month. They will be drafted and cleared via normal channels but I will ask to see proposed responses to share with this group as well.

Thanks, Kristy.

## Refusal to formally request Rail Accident Investigation Branch and SNC-Lavalin to re-issue their reports

Question No: 2018/1967

[Keith Prince](#)

In his formal 20 June response to a formal request from a blogger, the Chief Investigator of the Rail Accident Investigation Branch (RAIB) has confirmed RAIB's intention to issue an update to its final report which will include "reference to IA 17 780 and its key findings". Given that the RAIB has agreed to amend its report to include IA 17 780's key findings and to ensure all lessons from the Croydon Crash are learned and made public, will you reconsider your refusal to formally request SNC Lavalin to amend its report as RAIB has agreed to do?

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Question No: 2018/1968

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As you know, a First Group Tram Driver is being investigated for manslaughter by the British Transport Police for the 9 November 2016 crash. Do you think Transport for London's (TfL) failure to provide Internal Audit IA 17 780 - which reveals, inter alia, that

1. Tram Operations Limited's (TOL) Fatigue Risk Management System Guidance does not clearly detail the roles and responsibilities for those employees involved in managing fatigue;
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- from when it was issued on 15 September 2017 to when TfL sent it (12 February 2018) constitutes a manifest failure of disclosure of key evidence by TfL which might threaten both the objectivity and integrity of BTP's investigation?

Questions Raised by Mayor's Response to

## MQT about IA 17 780 and 23 May Transport for London Board meeting

Question No: 2018/1969

[Keith Prince](#)

Your response to Question 2018/1358 only raises more questions than answers.

- a) You allege that Transport for London (TfL) only "discovered" it had not sent IA 17 780 to the Rail Accident Investigation Branch, SNC-Lavalin, Office of Rail and Road, British Transport Police and the Coroner after the question was raised at the 22 January SSHR Meeting. A review of the 22 January 2018 meeting minutes does not capture the event you cite, so please provide me with all documentary evidence TfL might possess to confirm your statement.
- b) Seeing that over 3 working weeks transpired between 22 January and 12 February (when you indicate IA 17 780 was disclosed), what explains the three-week gap before meaningful action was taken?
- c) At the 23 May TfL Board Meeting, the Chair of the Safety, Sustainability and Human Resources (SSHR) Panel states that he asked TfL Bosses 3 times whether or not they had disclosed the document. **Will you confirm with the SSHR Chair the exact dates to which he's referring and if 22 January 2018 is indeed one of them?**

## Safety Performance Measures in FirstGroup Tram Operations Limited's Croydon Tram Contract

Question No: 2018/1718

[Caroline Pidgeon](#)

In your response to my Question 2017/3872 you stated: "there is currently no need to amend" Tram Operations Limited's 30-year contract with Transport for London to include safety provisions. Given the nine substantive safety issues revealed in Fatigue Audit IA 17 780 and your stated Vision Zero policy, have you now changed your initial position on this matter?

## Administrative Error" and Fatigue Audit Report IA 17 780 (1)

Question No: 2018/1719

[Caroline Pidgeon](#)

In your response to my Question 2018/1312 you stated: "TfL has strengthened its procedures to ensure more robust checks are undertaken on whether any internal reports could be of interest to external investigating bodies." Please provide me with a copy of the official

communication which confirms how these procedures have been "strengthened" so an "administrative error" which you report to have occurred with IA 17 780 will not occur again.

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Question No: 2018/1723

[Caroline Pidgeon](#)

Your response to Question 2018/1315 confirmed that only two such audits have taken place since Transport for London (TfL) acquired the Croydon Tram Operation from its Private Finance Initiative Partners in 2008. Why did TfL conduct so few audits of the fitness and competence of Tram Operations Limited's Tram drivers? How often does TfL intend to carry out such audits in the future?

---

From: Gourley Jennifer On Behalf Of Carter Howard

Sent: 10 July 2018 11:55

To: Collis Jill; Morris Jonathan; Brown Andy (Corporate Affairs)

Cc: Carter Howard; Powell Gareth; Everitt Vernon; O'Neill Rory; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Kenny Shamus; Varley James; Van Der Nest Christian (ST); Gourley Jennifer

Subject: RE: Confidential & Privileged - TfL Restricted - Sandilands

Thanks.

The changes are fine by me.

Gareth and I discussed this briefly yesterday and concluded that it would probably be best to send this to the whole Board as a follow up to the action at the last Board meeting in good time for the Board meeting on 25 July. We have the option of publishing it with the papers or circulating it to Members and then publishing it after the meeting.

If Mike agrees with this then I presume he would want to raise it with Heidi.

Howard

Howard Carter

General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD

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

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

[REDACTED] (auto [REDACTED])

---

From: Collis Jill

Sent: 10 July 2018 11:06

To: Morris Jonathan; Brown Andy (Corporate Affairs)

Cc: O'Neill Rory; Carter Howard; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith;

Gourley Jennifer

Subject: RE: Confidential & Privileged - TfL Restricted - Sandilands  
Jonathan/Andy

The RAIB and ORR do not expect us to automatically share all our audit reports with them, but ~~to in each case we~~ review whether our reports might be material to their investigations and provide them as appropriate. In hindsight, this should have happened in this case. We also provide the RAIB and ORR with any material they themselves request as part of their investigations.

---

From: Morris Jonathan

Sent: 10 July 2018 10:58

To: Brown Andy (Corporate Affairs); Collis Jill

Cc: O'Neill Rory; Carter Howard; Evers Mark; Davis Mark (Trams);  
Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith;  
Gourley Jennifer

Subject: Re: Confidential & Privileged - TfL Restricted - Sandilands

Thank you Andy, those changes are useful. I like the new approach in para 2.7, but Jill will need to be content that it is an accurate description of what is done.

Jill, I am not sure that we do review in each case: " ... but in each case we review whether our reports might be material to their investigations and provide them as appropriate." Is it more like " but if a report is [considered to be /thought to be /identified as being] material to an investigation we would provide it to them."?

Jonathan

On 10 Jul 2018, at 10:45, Brown Andy (Corporate Affairs)

< [tube.tfl.gov.uk](mailto:tube.tfl.gov.uk)> wrote:

Thanks Jonathan

I have made one substantive change tracked in 2.4 in the attached, to make it clearer who we're referring to when we say 'the families'.

I've also deleted a repeated 'had' in 2.11.

I am a bit nervous about the first sentence in 2.7; to me it sounds like 'computer says no' and that we are holding up 'the procedures' as some sort of idol that cannot be challenged. I wonder if it would be better to reword

2.7 as something like this?

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I think the action from yesterday's meeting was for me to run this paper (once finalised) past Mike in advance of it being shared with Board members before the 25 July Board meeting. I will do that tomorrow, once he is back in the office.

The other question was whether he would like it to be shared with Heidi and the Mayor before it is circulated to Board Members. I'll check that with him but my assumption would be yes.

Andy

██████████ | ██████████

---

From: O'Neill Rory  
Sent: 10 July 2018 08:55  
To: Morris Jonathan  
Cc: Carter Howard; Collis Jill; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Brown Andy (Corporate Affairs); Gourley Jennifer  
Subject: Re: Confidential & Privileged - TfL Restricted - Sandilands  
No further comment from me.  
Rgds,  
Rory

Rory O'Neill

General Manager, London Overground  
London Overground  
1st floor, Overground House, 125 Finchley  
Road, London, NW3 6HY  
Tel: [REDACTED] | Auto: [REDACTED] | Mobile  
[REDACTED] Email: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)

On 9 Jul 2018, at 12:53, Morris Jonathan  
<[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Further to the discussion at  
the Steering Group meeting  
earlier, I attach a clean and  
track change version of the  
latest draft of the briefing  
paper regarding the Audit of  
TOL's fatigue management.

Jonathan Morris Head of  
Commercial Disputes  
Resolution, Legal

Transport for London 3<sup>rd</sup>  
Floor, Petty France, 55  
Broadway, London SW1H  
OBD

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

Tel: [REDACTED] (ext.  
[REDACTED])

Legal 500 2018 in-house transport  
team of the year

**From:** [Marshall Kristy](#)  
**To:** [Kenny Shamus](#); [Gourley Jennifer](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands  
**Date:** 26 July 2018 12:25:25  
**Attachments:** [RE Sandilands tram webpage - latest update.msg](#)

---

Thanks Shamus. Is it possible to get it in the same format as previous SSHR papers, so its consistent etc?

If not, can we save this pdf to something more formal, like 'Paper to the Tfl Board, 25 July 2018'? Digital sent me over some guidance on the 'metadata' requirements for publishing on website, see attached.

Thanks, Kristy

---

**From:** Kenny Shamus  
**Sent:** 26 July 2018 12:01  
**To:** Marshall Kristy; Gourley Jennifer  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands

Hi Kirsty

The note is attached. I'm determining with Howard if, in addition to the Sandilands page, this should be on the SSHR Panel page that already contains the actual Audit Report.

Shamus

---

**From:** Marshall Kristy  
**Sent:** 26 July 2018 11:38  
**To:** Gourley Jennifer; Kenny Shamus  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands

Hi Jen, Shamus

I didn't receive anything to upload yesterday, was there a change in plan?

Thanks, Kristy

---

**From:** Gourley Jennifer  
**Sent:** 24 July 2018 15:35  
**To:** Marshall Kristy  
**Cc:** Carter Howard; Brown Andy (Corporate Affairs); Kenny Shamus; Collis Jill; Gasson Sarah  
**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands

Kristy

Shamus will send you the final version once it has been agreed and sent to Members.

Jen

**Jennifer Gourley**

PA to Howard Carter, General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[\[REDACTED\]@tfl.gov.uk](#)

Phone: [\[REDACTED\]](#) (auto [\[REDACTED\]](#)) | Fax: [\[REDACTED\]](#) (auto [\[REDACTED\]](#))



---

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**Sent:** 23 July 2018 15:52  
**To:** Carter Howard; Brown Andy (Corporate Affairs); Kenny Shamus  
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**Subject:** RE: Confidential & Privileged - TFL Restricted - Sandilands

Hi Howard

Is the attached the final version of the briefing note that we are going to publish after the Board



on Wednesday? If so, Shamus are you able to put it into the format we need to link on the Sandilands page on Wednesday afternoon?

Thanks, Kristy

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**From:** Carter Howard

**Sent:** 18 July 2018 10:34

**To:** Marshall Kristy; Brown Andy (Corporate Affairs)

**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Thanks. Yes, I'll ask Shamus to do that. It will be after the Board meeting next week.

Howard

---

**From:** Marshall Kristy

**Sent:** 18 July 2018 10:28

**To:** Carter Howard; Brown Andy (Corporate Affairs)

**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

If someone can provide me with the specific link from the board papers (like this previous one:

[http://content.tfl.gov.uk/sshrp-20180122-item03-tram-overturning-at-sandilands-](http://content.tfl.gov.uk/sshrp-20180122-item03-tram-overturning-at-sandilands-investigations-update.pdf)

[investigations-update.pdf](http://content.tfl.gov.uk/sshrp-20180122-item03-tram-overturning-at-sandilands-investigations-update.pdf)), I can then ask Digital to publish it on the below list of documents on the Sandilands page.

Thanks, Kristy

## Our statements

- [Contract notice for automatic braking system](#)
- [GLA press release on funding for Croydon Council recovery activities](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 22 January 2018](#)
- [TfL response to RAIB report into Croydon tram tragedy](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 22 November 2017](#)
- [First anniversary of Croydon tram incident - statement by Mike Brown MVO, London's Transport Commissioner, 9 November 2017](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 28 September 2017](#)
- [Croydon tram derailment - TfL's response to latest RAIB update, 3 August 2017](#)

---

**From:** Carter Howard

**Sent:** 18 July 2018 10:15

**To:** Brown Andy (Corporate Affairs); Marshall Kristy

**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Correct except the intention is to publish it straight after the Board meeting with the Board papers and with the other Sandilands material on the website. This is because Heidi specifically asked that we make it easy to find however people look for it.

Howard

---

**From:** Brown Andy (Corporate Affairs)

**Sent:** 18 July 2018 09:13

**To:** Marshall Kristy; Carter Howard

**Cc:** Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah

**Subject:** Re: Confidential & Privileged - TfL Restricted - Sandilands

Kristy

I think Howard said on Monday that the plan is to:

- send the briefing note to all Members in advance of next week's Board meeting, but don't publish it anywhere
- reference it at the meeting if the subject comes up

- publish it on the Sandilands web page only, after the meeting and described as a paper that will go to the SSHRP
- publish it in the Board Papers section of the website as part of the next SSHRP meeting papers (in September?)

But Howard - my memory is a bit fuzzy - can you confirm I've got that right?

Andy

On 17 Jul 2018, at 11:06, Marshall Kristy <[REDACTED]@tfl.gov.uk> wrote:

Where are we proposing to publish the briefing note on the website? I wouldn't recommend the Sandilands page on this occasion – could it just go on the board papers area?

Thanks, Kristy

---

**From:** Gourley Jennifer

**Sent:** 17 July 2018 11:01

**To:** Powell Gareth; Collis Jill; Morris Jonathan; Everitt Vernon; Fox Jonathan; O'Neill Rory; Brown Andy (Corporate Affairs); Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Morris Jonathan; Lyons Greg; Savill Keith; Van Der Nest Christian (ST); Gasson Sarah; Clements Chris; Nichols Liam; Marshall Kristy

**Cc:** Carter Howard; Kenny Shamus; Varley James; Quinn Amy; Lee Stuart; Birtill Oliver (ST); Nichols Liam

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

All

Please find attached draft answer to MQ 2018/1966 from Caroline Pidgeon asking for a copy of the 'human error' Board report.

Grateful for any comments.

**Jennifer Gourley**

PA to Howard Carter, General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[REDACTED]@tfl.gov.uk

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



---

**From:** Marshall Kristy

**Sent:** 10 July 2018 12:00

**To:** Carter Howard; Collis Jill; Morris Jonathan; Brown Andy (Corporate Affairs); Powell Gareth; Everitt Vernon; O'Neill Rory; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Savill Keith; Kenny Shamus; Varley James; Van Der Nest Christian (ST); Gourley Jennifer; Gasson Sarah

**Cc:** Clements Chris; Nichols Liam

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

All,

There are also a lot of MQ's about the fatigue report this month. They will be drafted and cleared via normal channels but I will ask to see proposed responses to share with this group as well.

Thanks, Kristy.

Refusal to formally request Rail Accident Investigation Branch and SNC-Lavalin to re-issue their reports

Question No: 2018/1967

**Keith Prince**

In his formal 20 June response to a formal request from a blogger, the Chief Investigator of the Rail Accident Investigation Branch (RAIB) has confirmed RAIB's

intention to issue an update to its final report which will include "reference to IA 17 780 and its key findings". Given that the RAIB has agreed to amend its report to include IA 17 780's key findings and to ensure all lessons from the Croydon Crash are learned and made public, will you reconsider your refusal to formally request SNC Lavalin to amend its report as RAIB has agreed to do?

## Failure by Transport for London to provide Croydon Tram Fatigue Risk Management Investigation to British Transport Police

Question No: 2018/1968

[Keith Prince](#)

As you know, a First Group Tram Driver is being investigated for manslaughter by the British Transport Police for the 9 November 2016 crash. Do you think Transport for London's (TfL) failure to provide Internal Audit IA 17 780 - which reveals, inter alia, that

1. Tram Operations Limited's (TOL) Fatigue Risk Management System Guidance does not clearly detail the roles and responsibilities for those employees involved in managing fatigue;
2. TOL has no formal process for determining when fatigue risk analysis should be carried out;
3. TOL's fatigue risk awareness training does not include "Personal assessment of fatigue risk" or "training for Control room staff in recognising fatigue in drivers when booking on."

- from when it was issued on 15 September 2017 to when TfL sent it (12 February 2018) constitutes a manifest failure of disclosure of key evidence by TfL which might threaten both the objectivity and integrity of BTP's investigation?

## Questions Raised by Mayor's Response to MQT about IA 17 780 and 23 May Transport for London Board meeting

Question No: 2018/1969

[Keith Prince](#)

Your response to Question 2018/1358 only raises more questions than answers.

a) You allege that Transport for London (TfL) only "discovered" it had not sent IA 17 780 to the Rail Accident Investigation Branch, SNC-Lavalin, Office of Rail and Road, British Transport Police and the Coroner after the question was raised at the 22 January SSHR Meeting. A review of the 22 January 2018 meeting minutes does not capture the event you cite, so please provide me with all documentary evidence TfL might possess to confirm your statement.

b) Seeing that over 3 working weeks transpired between 22 January and 12 February (when you indicate IA 17 780 was disclosed), what explains the three-week gap before meaningful action was taken?

c) At the 23 May TfL Board Meeting, the Chair of the Safety, Sustainability and Human Resources (SSHR) Panel states that he asked TfL Bosses 3 times whether or not they had disclosed the document. **Will you confirm with the SSHR Chair the exact dates to which he's referring and if 22 January 2018 is indeed one of them?**

## Safety Performance Measures in FirstGroup Tram Operations Limited's Croydon Tram Contract

Question No: 2018/1718

[Caroline Pidgeon](#)

In your response to my Question 2017/3872 you stated: "there is currently no need

to amend" Tram Operations Limited's 30-year contract with Transport for London to include safety provisions. Given the nine substantive safety issues revealed in Fatigue Audit IA 17 780 and your stated Vision Zero policy, have you now changed your initial position on this matter?

## Administrative Error" and Fatigue Audit Report IA 17 780 (1)

Question No: 2018/1719

[Caroline Pidgeon](#)

In your response to my Question 2018/1312 you stated: "TfL has strengthened its procedures to ensure more robust checks are undertaken on whether any internal reports could be of interest to external investigating bodies." Please provide me with a copy of the official communication which confirms how these procedures have been "strengthened" so an "administrative error" which you report to have occurred with IA 17 780 will not occur again.

## Fatigue Audits of First Group Tram Operations Limited's Tram Drivers

Question No: 2018/1723

[Caroline Pidgeon](#)

Your response to Question 2018/1315 confirmed that only two such audits have taken place since Transport for London (TfL) acquired the Croydon Tram Operation from its Private Finance Initiative Partners in 2008. Why did TfL conduct so few audits of the fitness and competence of Tram Operations Limited's Tram drivers? How often does TfL intend to carry out such audits in the future?

---

**From:** Gourley Jennifer **On Behalf Of** Carter Howard

**Sent:** 10 July 2018 11:55

**To:** Collis Jill; Morris Jonathan; Brown Andy (Corporate Affairs)

**Cc:** Carter Howard; Powell Gareth; Everitt Vernon; O'Neill Rory; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Kenny Shamus; Varley James; Van Der Nest Christian (ST); Gourley Jennifer

**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands

Thanks.

The changes are fine by me.

Gareth and I discussed this briefly yesterday and concluded that it would probably be best to send this to the whole Board as a follow up to the action at the last Board meeting in good time for the Board meeting on 25 July. We have the option of publishing it with the papers or circulating it to Members and then publishing it after the meeting.

If Mike agrees with this then I presume he would want to raise it with Heidi.

Howard

**Howard Carter**

General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[\[redacted\]@tfl.gov.uk](#)

Phone: [redacted] (auto [redacted]) | Fax: [redacted] (auto [redacted])



---

**From:** Collis Jill

**Sent:** 10 July 2018 11:06

**To:** Morris Jonathan; Brown Andy (Corporate Affairs)

**Cc:** O'Neill Rory; Carter Howard; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Gourley Jennifer  
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Andy

[REDACTED] | [REDACTED]

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**To:** Morris Jonathan

**Cc:** Carter Howard; Collis Jill; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Brown Andy (Corporate Affairs); Gourley Jennifer

**Subject:** Re: Confidential & Privileged - TfL Restricted - Sandilands  
No further comment from me.

Rgds,

Rory

Rory O'Neill

General Manager, London Overground

London Overground

1st floor, Overground House, 125 Finchley Road, London, NW3

6HY

Tel [REDACTED] | Auto [REDACTED] | Mobile [REDACTED] Email

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

On 9 Jul 2018, at 12:53, Morris Jonathan

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

Further to the discussion at the Steering Group meeting earlier, I attach a clean and track change version of the latest draft of the briefing paper regarding the Audit of TOL's fatigue management.

**Jonathan Morris** Head of Commercial Disputes  
Resolution, Legal

**Transport for London** 3<sup>rd</sup> Floor, Petty France, 55  
Broadway, London SW1H 0BD

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

(ext. [REDACTED])

Legal 500 2018 in-house transport team of the year

**From:** [Morris Jonathan](#)  
**To:** [Marshall Kristy](#)  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
**Date:** 09 July 2018 13:05:32

---

Not that I heard in today's meeting – I think the report is intended to be the response to ML's queries/concerns. The worry was that unless we submitted the report to the Board (rather than waiting for the Safety Panel in Sept) ML would raise it as an action arising from the SSHRP.

---

**From:** Marshall Kristy  
**Sent:** 09 July 2018 12:59  
**To:** Morris Jonathan  
**Subject:** RE: Confidential & Privileged - TfL Restricted - Sandilands  
Thanks Jonathan.

Did I miss-hear or was there also talk of a letter/response to Michael Liebrich being cleared/sent?

---

**From:** Morris Jonathan  
**Sent:** 09 July 2018 12:54  
**To:** Carter Howard; Collis Jill; Evers Mark; Davis Mark (Trams); O'Neill Rory; Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Brown Andy (Corporate Affairs)  
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**Jonathan Morris** Head of Commercial Disputes Resolution, Legal

**Transport for London** 3<sup>rd</sup> Floor, Petty France, 55 Broadway, London SW1H 0BD

[tfl.gov.uk](#) Tel: [REDACTED] (ext. [REDACTED])

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**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Marshall Kristy](#)  
**Cc:** [Kenny Shamus](#); [Gourley Jennifer](#)  
**Subject:** Re: Confidential & Privileged - Tfl Restricted - Sandilands  
**Date:** 26 July 2018 13:01:14

---

Thank you both!

Andy

On 26 Jul 2018, at 12:41, Marshall Kristy <[REDACTED]@tfl.gov.uk> wrote:

Thanks Shamus, I think that does the trick. Will have it uploaded this afternoon.

Kristy Marshall  
Head of Press Desk - Rail  
[REDACTED]

Sent from my iPhone

On 26 Jul 2018, at 12:36, Kenny Shamus <[REDACTED]@tfl.gov.uk> wrote:

Hi Kirsty  
I've amended the document title and metadata.  
I can't change the headings or other information in the paper as we should publish what was sent to the Board. It wasn't a paper for a meeting of the SSHR Panel so we can't badge it as such. Is that what you meant?  
I am out for the afternoon so please call before 1pm if you need to discuss or any further changes.

Thanks  
Shamus

---

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Sent: 26 July 2018 12:25  
To: Kenny Shamus; Gourley Jennifer  
Cc: Brown Andy (Corporate Affairs)  
Subject: RE: Confidential & Privileged - Tfl Restricted - Sandilands  
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Shamus

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Jennifer Gourley

PA to Howard Carter, General Counsel | Transport for London  
2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)  
Phone: [REDACTED] (auto [REDACTED]) | Fax: [REDACTED] (auto [REDACTED])

---

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Cc: Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah  
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Howard

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Subject: RE: Confidential & Privileged - TfL Restricted - Sandilands

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## Our statements

- <!--[if !supportLists]-->• <!--[endif]-->[Contract notice for automatic braking system](#)
- <!--[if !supportLists]-->• <!--[endif]-->[GLA press release on funding for Croydon Council recovery activities](#)
- <!--[if !supportLists]-->• <!--[endif]-->[Paper to the TfL Safety, Sustainability and HR Panel, 22 January 2018](#)
- <!--[if !supportLists]-->• <!--[endif]-->[TfL response to RAIB report into Croydon tram tragedy](#)
- <!--[if !supportLists]-->• <!--[endif]-->[Paper to the TfL Safety, Sustainability and HR Panel, 22 November 2017](#)
- <!--[if !supportLists]-->• <!--[endif]-->[First anniversary of Croydon tram incident - statement by Mike Brown MVO, London's Transport Commissioner, 9 November 2017](#)
- <!--[if !supportLists]-->• <!--[endif]-->[Paper to the TfL Safety, Sustainability and HR Panel, 28 September 2017](#)
- <!--[if !supportLists]-->• <!--[endif]-->[Croydon tram derailment - TfL's response to latest RAIB update, 3 August 2017](#)

---

From: Carter Howard

Sent: 18 July 2018 10:15

To: Brown Andy (Corporate Affairs); Marshall Kristy

Cc: Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah; Everitt Vernon; Clarke Andrea (Exc); Kenny Shamus

Subject: RE: Confidential & Privileged - TfL Restricted - Sandilands

Correct except the intention is to publish it straight after the Board meeting with the Board papers and with the other Sandilands material on the website. This is because Heidi specifically asked that we make it easy to find however people look for it.

Howard

---

From: Brown Andy (Corporate Affairs)

Sent: 18 July 2018 09:13

To: Marshall Kristy; Carter Howard

Cc: Gourley Jennifer; Morris Jonathan; Collis Jill; Gasson Sarah

Subject: Re: Confidential & Privileged - TfL Restricted - Sandilands

Kristy

I think Howard said on Monday that the plan is to:

- send the briefing note to all Members in advance of next week's Board meeting, but don't publish it anywhere
- reference it at the meeting if the subject comes up
- publish it on the Sandilands web page only, after the meeting and described as a paper that will go to the SSHRP
- publish it in the Board Papers section of the website as part of the next SSHRP meeting papers (in September?)

But Howard - my memory is a bit fuzzy - can you confirm I've got that right?

Andy

On 17 Jul 2018, at 11:06, Marshall Kristy <[REDACTED]@tfl.gov.uk> wrote:

Where are we proposing to publish the briefing note on the website? I wouldn't recommend the Sandilands page on this occasion – could it just go on the board papers area?

Thanks, Kristy

---

From: Gourley Jennifer

Sent: 17 July 2018 11:01

To: Powell Gareth; Collis Jill; Morris Jonathan; Everitt Vernon; Fox Jonathan; O'Neill Rory; Brown Andy (Corporate Affairs); Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Morris Jonathan; Lyons Greg; Savill Keith; Van Der Nest Christian (ST); Gasson Sarah; Clements Chris; Nichols Liam; Marshall Kristy

Cc: Carter Howard; Kenny Shamus; Varley James; Quinn Amy; Lee Stuart; Birtill Oliver (ST); Nichols Liam

Subject: RE: Confidential & Privileged - TfL Restricted - Sandilands All

Please find attached draft answer to MQ 2018/1966 from Caroline Pidgeon asking for a copy of the 'human error' Board report.

Grateful for any comments.

Jennifer Gourley

PA to Howard Carter, General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD

| Email: [REDACTED]@tfl.gov.uk

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

[REDACTED] (auto [REDACTED])

---

From: Marshall Kristy

Sent: 10 July 2018 12:00

To: Carter Howard; Collis Jill; Morris Jonathan; Brown Andy (Corporate Affairs); Powell Gareth; Everitt Vernon; O'Neill Rory; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Savill Keith; Kenny Shamus; Varley James; Van Der Nest Christian (ST); Gourley Jennifer; Gasson Sarah

Cc: Clements Chris; Nichols Liam

Subject: RE: Confidential & Privileged - TfL Restricted - Sandilands  
All,

There are also a lot of MQ's about the fatigue report this month. They will be drafted and cleared via normal channels but I will ask to see proposed responses to share with this group as well.

Thanks, Kristy.

## Refusal to formally request Rail Accident Investigation Branch and SNC-Lavalin to re-issue their reports

Question No: 2018/1967

[Keith Prince](#)

In his formal 20 June response to a formal request from a blogger, the Chief Investigator of the Rail Accident Investigation Branch (RAIB) has confirmed RAIB's intention to issue an update to its final report which will include "reference to IA 17 780 and its key findings". Given that the RAIB has agreed to amend its report to include IA 17 780's key findings and to ensure all lessons from the Croydon Crash are learned and made public, will you reconsider your refusal to formally request SNC Lavalin to amend its report as RAIB has agreed to do?

## Failure by Transport for London to provide Croydon Tram Fatigue Risk Management Investigation to British Transport Police

Question No: 2018/1968

[Keith Prince](#)

As you know, a First Group Tram Driver is being investigated for manslaughter by the British Transport Police for the 9 November 2016 crash. Do you think Transport for London's (TfL) failure to provide Internal Audit IA 17 780 - which reveals, inter alia, that

1. Tram Operations Limited's (TOL) Fatigue Risk Management System Guidance does not clearly detail the roles and responsibilities for those employees involved in managing fatigue;
2. TOL has no formal process for determining when fatigue risk analysis should be carried out;
3. TOL's fatigue risk awareness training does not include "Personal assessment of fatigue risk" or "training for Control room staff in recognising fatigue in drivers when booking on."

- from when it was issued on 15 September 2017 to when TfL sent it (12 February 2018) constitutes a manifest failure of disclosure of key evidence by TfL which might threaten both the objectivity and integrity

of BTP's investigation?

## Questions Raised by Mayor's Response to MQT about IA 17 780 and 23 May Transport for London Board meeting

Question No: 2018/1969

[Keith Prince](#)

Your response to Question 2018/1358 only raises more questions than answers.

- a) You allege that Transport for London (TfL) only "discovered" it had not sent IA 17 780 to the Rail Accident Investigation Branch, SNC-Lavalin, Office of Rail and Road, British Transport Police and the Coroner after the question was raised at the 22 January SSHR Meeting. A review of the 22 January 2018 meeting minutes does not capture the event you cite, so please provide me with all documentary evidence TfL might possess to confirm your statement.
- b) Seeing that over 3 working weeks transpired between 22 January and 12 February (when you indicate IA 17 780 was disclosed), what explains the three-week gap before meaningful action was taken?
- c) At the 23 May TfL Board Meeting, the Chair of the Safety, Sustainability and Human Resources (SSHR) Panel states that he asked TfL Bosses 3 times whether or not they had disclosed the document. **Will you confirm with the SSHR Chair the exact dates to which he's referring and if 22 January 2018 is indeed one of them?**

## Safety Performance Measures in FirstGroup Tram Operations Limited's Croydon Tram Contract

Question No: 2018/1718

[Caroline Pidgeon](#)

In your response to my Question 2017/3872 you stated: "there is currently no need to amend" Tram Operations Limited's 30-year contract with Transport for London to include safety provisions. Given the nine substantive safety issues revealed in Fatigue Audit IA 17 780 and your stated Vision Zero policy, have you now changed your initial position on this matter?

## Administrative Error" and Fatigue Audit Report IA 17 780 (1)

Question No: 2018/1719

[Caroline Pidgeon](#)

In your response to my Question 2018/1312 you stated: "TfL has strengthened its procedures to ensure more robust checks are undertaken on whether any internal

reports could be of interest to external investigating bodies." Please provide me with a copy of the official communication which confirms how these procedures have been "strengthened" so an "administrative error" which you report to have occurred with IA 17 780 will not occur again.

## Fatigue Audits of First Group Tram Operations Limited's Tram Drivers

Question No: 2018/1723

[Caroline Pidgeon](#)

Your response to Question 2018/1315 confirmed that only two such audits have taken place since Transport for London (TfL) acquired the Croydon Tram Operation from its Private Finance Initiative Partners in 2008. Why did TfL conduct so few audits of the fitness and competence of Tram Operations Limited's Tram drivers? How often does TfL intend to carry out such audits in the future?

---

From: Gourley Jennifer On Behalf Of Carter Howard

Sent: 10 July 2018 11:55

To: Collis Jill; Morris Jonathan; Brown Andy (Corporate Affairs)

Cc: Carter Howard; Powell Gareth; Everitt Vernon; O'Neill Rory; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Kenny Shamus; Varley James; Van Der Nest Christian (ST); Gourley Jennifer

Subject: RE: Confidential & Privileged - TfL Restricted - Sandilands

Thanks.

The changes are fine by me.

Gareth and I discussed this briefly yesterday and concluded that it would probably be best to send this to the whole Board as a follow up to the action at the last Board meeting in good time for the Board meeting on 25 July. We have the option of publishing it with the papers or circulating it to Members and then publishing it after the meeting.

If Mike agrees with this then I presume he would want to raise it with Heidi.

Howard

Howard Carter

General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD

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

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

[REDACTED] (auto [REDACTED])

---

From: Collis Jill

Sent: 10 July 2018 11:06

To: Morris Jonathan; Brown Andy (Corporate Affairs)

Cc: O'Neill Rory; Carter Howard; Evers Mark; Davis Mark (Trams);

Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith;  
Gourley Jennifer  
Subject: RE: Confidential & Privileged - TfL Restricted - Sandilands  
Jonathan/Andy

The RAIB and ORR do not expect us to automatically share all our audit reports with them, but ~~to in each case we~~ review whether our reports might be material to their investigations and provide them as appropriate. In hindsight, this should have happened in this case. We also provide the RAIB and ORR with any material they themselves request as part of their investigations.

---

From: Morris Jonathan  
Sent: 10 July 2018 10:58  
To: Brown Andy (Corporate Affairs); Collis Jill  
Cc: O'Neill Rory; Carter Howard; Evers Mark; Davis Mark (Trams);  
Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith;  
Gourley Jennifer  
Subject: Re: Confidential & Privileged - TfL Restricted - Sandilands  
Thank you Andy, those changes are useful. I like the new approach in para 2.7, but Jill will need to be content that it is an accurate description of what is done.  
Jill, I am not sure that we do review in each case: " ... but in each case we review whether our reports might be material to their investigations and provide them as appropriate." Is it more like " but if a report is [considered to be /thought to be /identified as being] material to an investigation we would provide it to them."?

Jonathan

On 10 Jul 2018, at 10:45, Brown Andy (Corporate Affairs) <[\[REDACTED\]@tube.tfl.gov.uk](mailto: [REDACTED]@tube.tfl.gov.uk)> wrote:

Thanks Jonathan  
I have made one substantive change tracked in 2.4 in the attached, to make it clearer who we're referring to when we say 'the families'.  
I've also deleted a repeated 'had' in 2.11.  
I am a bit nervous about the first sentence in 2.7; to me it sounds like 'computer says no' and that we are holding up 'the procedures' as some sort of idol that cannot be challenged. I

wonder if it would be better to reword 2.7 as something like this?

The RAIB and ORR do not expect us to automatically share all our audit reports with them, but in each case we review whether our reports might be material to their investigations and provide them as appropriate. In hindsight, this should have happened in this case. We also provide the RAIB and ORR with any material they themselves request as part of their investigations.

Sorry, I know Jill asked for any suggested changes to be kept an absolute minimum.

I think the action from yesterday's meeting was for me to run this paper (once finalised) past Mike in advance of it being shared with Board members before the 25 July Board meeting. I will do that tomorrow, once he is back in the office.

The other question was whether he would like it to be shared with Heidi and the Mayor before it is circulated to Board Members. I'll check that with him but my assumption would be yes.

Andy

██████████ | ██████████

---

From: O'Neill Rory  
Sent: 10 July 2018 08:55  
To: Morris Jonathan  
Cc: Carter Howard; Collis Jill; Evers Mark; Davis Mark (Trams); Clarke Andrea (Exc); Lyons Greg; Marshall Kristy; Savill Keith; Brown Andy (Corporate Affairs); Gourley Jennifer  
Subject: Re: Confidential & Privileged - TfL Restricted - Sandilands  
No further comment from me.  
Rgds,  
Rory



Rory O'Neill  
General Manager, London Overground  
London Overground  
1st floor, Overground House, 125 Finchley  
Road, London, NW3 6HY  
Tel [REDACTED] | Auto [REDACTED] | Mobile  
[REDACTED] Email [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)

On 9 Jul 2018, at 12:53, Morris Jonathan  
<[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Further to the discussion at  
the Steering Group meeting  
earlier, I attach a clean and  
track change version of the  
latest draft of the briefing  
paper regarding the Audit of  
TOL's fatigue management.

Jonathan Morris Head of  
Commercial Disputes  
Resolution, Legal

Transport for London 3<sup>rd</sup>  
Floor, Petty France, 55  
Broadway, London SW1H  
OBD

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

Tel: [REDACTED] (ext.  
[REDACTED])

Legal 500 2018 in-house transport  
team of the year

<24-july-2018- board-briefing-note-on-fatigue-management-  
tram-operations-limited.pdf>

**From:** [Carter Howard](#)  
**To:** [Fox Jonathan](#)  
**Cc:** [Powell Gareth](#); [Van Der Nest Christian \(ST\)](#); [Collis Jill](#); [Kenny Shamus](#); [Gourley Jennifer](#)  
**Subject:** Re: RAIB note for board members  
**Date:** 17 July 2018 08:54:33

---

Yes. It is the note the Jill and Gareth have prepared but I will have a look today at whether it needs any amendments in the light of Michael's comments over the weekend. I will then re-circulate it (including the comments that Mike gave last week) for us to agree. Heidi has asked to see it so I will then show to her before we circulate it to the Board.

Howard

Sent from my iPad

> On 17 Jul 2018, at 08:33, Fox Jonathan <[REDACTED]@tfl.gov.uk> wrote:  
>  
> Howard,  
>  
> Picking up from ExCo yesterday, I took it you were choreographing the production and distribution of the note to board members on the timing of the fatigue report to RAIB, especially given mails over the weekend.  
>  
> That's what I fed back to Gareth last night.  
>  
> Have I got that right?  
>  
> Thanks,  
>  
> Jon  
>  
>

**From:** [Marshall Kristy](#)  
**To:** [Makinde Mark](#); [Moulton Nick](#); [Digital](#)  
**Subject:** RE: Sandilands tram webpage - latest update  
**Date:** 26 July 2018 14:00:58  
**Attachments:** [24-july-2018- board-briefing-note-on-fatigue-management-tram-operations-....pdf](#)  
[image001.png](#)

---

Hi Mark

Re-attached. If this doesn't work I'll go back to the owner of the document to try get it from him again.

Thanks, Kristy

---

**From:** Makinde Mark  
**Sent:** 26 July 2018 13:56  
**To:** Marshall Kristy; Moulton Nick; Digital  
**Subject:** RE: Sandilands tram webpage - latest update

Hi Kirsty

Can you please resupply the PDF. It seems the version supplied is corrupt and the CMS has blocked it from been uploaded

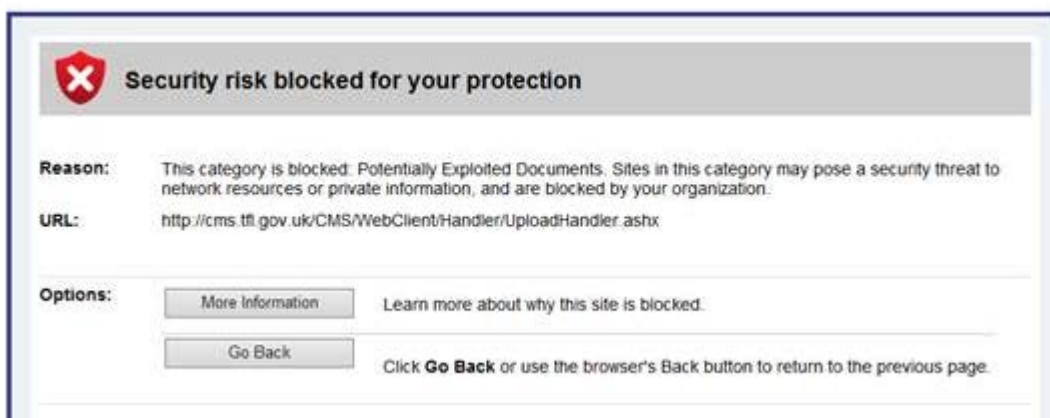
Regards

**Mark Makinde**

**Digital Editor | Customers, Communication and Technology**

**Transport for London** | 8th Floor | 5 Endeavour Square | London | E20 1JN

Tel: [REDACTED] | Internal: [REDACTED] | Email: [REDACTED]@tfl.gov.uk



**From:** Marshall Kristy  
**Sent:** 26 July 2018 13:17  
**To:** Moulton Nick; Digital  
**Cc:** Makinde Mark  
**Subject:** RE: Sandilands tram webpage - latest update

Hi Nick & Digital

Sorry I didn't come back on this yesterday. We now have the paper that needs to be published to the Sandilands page. Can it be linked from the 'Our statements' section with the red text I've suggested below.

Thanks, Kristy

## Our statements

- [Paper to the TfL Board, 24 July 2018](#)
- [Contract notice for automatic braking system](#)
- [GLA press release on funding for Croydon Council recovery activities](#)
- [Paper to the TfL Safety, Sustainability and HR Panel, 22 January 2018](#)
- [TfL response to RAIB report into Croydon tram tragedy](#)

- [Paper to the TfL Safety, Sustainability and HR Panel, 22 November 2017](#)
- 

**From:** Moulton Nick  
**Sent:** 24 July 2018 15:53  
**To:** Marshall Kristy  
**Cc:** Digital; Makinde Mark  
**Subject:** RE: Sandilands tram webpage - latest update

That's fine – please send it to Digital (cc'd) as I probably won't be around. If it's a pdf please make sure that the document has appropriate metadata (see attached) under "Properties" for title and author.

All the best

Nick

**Nick Moulton | Digital Editor | Customer Information Design and Partnerships | CCT | Transport for London**

8th Floor | 5 Endeavour Square, London, E20 1JN  
Mob: [REDACTED] | Ext: [REDACTED] | Dir: [REDACTED]  
Email: [REDACTED]@tfl.gov.uk | Web: [www.tfl.gov.uk](http://www.tfl.gov.uk)

---

**From:** Marshall Kristy  
**Sent:** 24 July 2018 15:50  
**To:** Moulton Nick  
**Subject:** Sandilands tram webpage - latest update

Hi Nick

My periodic request to add something onto the Sandilands page on the Tram section of the website (<https://tfl.gov.uk/modes/trams/croydon-tram-derailment?intcmp=43907>) ☺

It would be a new link to go under the Statements bit, so pretty straight forward. It will be similar to the Papers to Safety, Sustainability and HR Panel and it will be made available immediately after TfL Board tomorrow, so around lunchtime. They'll want it published as soon as possible after. Can we have you/someone standing by?

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- [Paper to the TfL Safety, Sustainability and HR Panel, 22 November 2017](#)

Thanks, Kristy

**Kristy Marshall**

**Head of Press Desk - Rail**

**Transport for London** | TfL Press Office, 11th Floor, Palestra, 197 Blackfriars Road, London SE1 8NJ

Tel: [REDACTED] | Auto: [REDACTED] | Mobile: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk

[www.tfl.gov.uk/media](http://www.tfl.gov.uk/media)

The main press office number is 0343 222 4141

**From:** [Digital](#)  
**To:** [Kenny Shamus](#); [Digital](#)  
**Cc:** [Marshall Kristy](#)  
**Subject:** RE: Website update - SSHR Panel page re Fatigue Audit  
**Date:** 27 July 2018 13:20:27  
**Attachments:** [image002.png](#)

---

Hi Shamus

The document has been uploaded to the page and should be live within the next hour

Regards

**Mark Makinde**

**Digital Editor | Customers, Communication and Technology**

📍 **Transport for London** | 8th Floor | 5 Endeavour Square | London | E20 1JN

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

---

**From:** Kenny Shamus  
**Sent:** 27 July 2018 10:27  
**To:** Digital  
**Cc:** Marshall Kristy  
**Subject:** Website update - SSHR Panel page re Fatigue Audit

Good morning Digital

Yesterday you uploaded a Board briefing note for Kristy on the [Sandilands page](#) of the website. We also need to include a link to that briefing note to the bottom of the [SSHR Panel](#) meeting papers page under the same heading as the Audit report (which the briefing note relates to).

## **TfL internal audit report - Management of fatigue in Tram Operations Limited**

[Management of fatigue in Tram Operations Limited](#)

[PDF 279KB](#)

[Please add a link to the briefing note:]

[Paper to the Tfl Board, 24 July 2018](#)

Please call on [REDACTED] if that doesn't make sense.

Thanks

Shamus

**Shamus Kenny**

Head of Secretariat | General Counsel

Phone: [REDACTED] | Mobile: [REDACTED]

6th Floor, City Hall, The Queen's Walk, London SE1 2AA | Email:

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

**From:** [Gourley Jennifer](#) on behalf of [Carter Howard](#)  
**To:** [Alexander Heidi](#); [Milne Jamie](#); [Herbert Sarah \(PA to Deputy Chair of TfL\)](#); ["Alice Maynard CBE"](#); ["Anne McMeel"](#); ["Ben Story \(work\)"](#); ["Ben Story"](#); ["Ben Story PA"](#); ["Bronwen Handyside"](#); ["Greg Clark CBE"](#); ["Greg Clark PA"](#); ["Kay Carberry CBE"](#); ["Lynn Sloman"](#); ["Mee Ling Ng OBE"](#); ["Michael Liebreich"](#); ["Michael Liebreich"](#); ["Michael Liebreich PA"](#); ["Nelson Ogunshakin OBE"](#); ["Nelson Ogunshakin OBE"](#); ["Nelson Ogunshakin PA"](#); ["Nina Skorupska CBE"](#); ["Ron Kalifa"](#); ["Ron Kalifa PA"](#); ["Tanni Grey-Thompson DBE"](#); ["Tanni Grey-Thompson PA"](#); ["Val Shawcross"](#); ["Ali Picton"](#); [Hayward David](#)  
**Cc:** [Carter Howard](#); [Brown Mike \(Commissioner\)](#); [Powell Gareth](#); [Everitt Vernon](#); [Collis Jill](#); [Craig Graeme](#); [Dix Michèle](#); [Harvey Stuart](#); [Kilonback Simon](#); [Pollins Andrew](#); [Williams Alex](#); [Wild Mark \(MD\)](#); [Wright Tricia](#); [Brown Staynton](#); [Verma Shashi](#); [Fox Jonathan](#); [Kenny Shamus](#); [Clarke Andrea \(Exc\)](#); [Walker Clive \(Risk & Assurance\)](#); [Morris Jonathan](#); [Shirbon Mike](#); [Brown Andy \(Corporate Affairs\)](#); [Thomson Linda](#); [Branks Kirsten](#); [Tagg Ella \(ST\)](#); [Van Der Nest Christian \(ST\)](#); [Quearney Carol \(ST\)](#); [Hawley Anthea](#); [Quinn Amy](#); [Patel Kumud](#); [Bradley Clare](#); [Fifield Sadie](#); [Hawthorne Julia](#); [Skandarajah Ree](#); [Luggie Emma](#); [Johnson Judith](#); [Breden Julie](#); [Bellars Lauren](#); [O'Brien Jackie](#); [Roach Sam](#); [Husbands-Alexander Marlene PA To Director of Diversity & Inclusion](#); [Delano Omoteji](#); [Adcock Emma](#); [Gourley Jennifer](#)  
**Subject:** TfL Board: TfL Internal Audit Report - Management of Fatigue in Tram Operations Limited  
**Date:** 24 July 2018 17:02:33  
**Attachments:** [Briefing Note to TfL Board re TOL Fatigue Audit.docx](#)

---

Dear All

At the last meeting of the Board, we took an action to provide Members with a note explaining the chronology of the Internal Audit Report on fatigue management being passed onto investigating bodies of the Sandilands incident. I attach a copy of that note.

Following the Board tomorrow, we will publish this note on the TfL website.

Howard

**Howard Carter**

General Counsel | Transport for London

2nd Floor, Petty France, 55 Broadway London SW1H 0BD | Email:

[\[REDACTED\]@tfl.gov.uk](#)

Phone: [\[REDACTED\]](#) (auto [\[REDACTED\]](#)) | Fax: [\[REDACTED\]](#) (auto [\[REDACTED\]](#))



**From:** [Moulton Nick](#)  
**To:** [Marshall Kristy](#)  
**Cc:** [Digital](#); [Makinde Mark](#)  
**Subject:** RE: Sandilands tram webpage - latest update  
**Date:** 24 July 2018 15:53:07  
**Attachments:** [pdfs-and-attachments-standard.pdf](#)

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That's fine – please send it to Digital (cc'd) as I probably won't be around. If it's a pdf please make sure that the document has appropriate metadata (see attached) under "Properties" for title and author.

All the best

Nick

**Nick Moulton | Digital Editor | Customer Information Design and Partnerships | CCT | Transport for London**

8th Floor | 5 Endeavour Square, London, E20 1JN

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Email: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk) | Web: [www.tfl.gov.uk](http://www.tfl.gov.uk)

---

**From:** Marshall Kristy  
**Sent:** 24 July 2018 15:50  
**To:** Moulton Nick  
**Subject:** Sandilands tram webpage - latest update  
Hi Nick

My periodic request to add something onto the Sandilands page on the Tram section of the website (<https://tfl.gov.uk/modes/trams/croydon-tram-derailment?intcmp=43907>) ☺  
It would be a new link to go under the Statements bit, so pretty straight forward. It will be similar to the Papers to Safety, Sustainability and HR Panel and it will be made available immediately after TfL Board tomorrow, so around lunchtime. They'll want it published as soon as possible after. Can we have you/someone standing by?

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Thanks, Kristy

**Kristy Marshall**

**Head of Press Desk - Rail**

**Transport for London** | TfL Press Office, 11th Floor, Palestra, 197 Blackfriars Road, London SE1 8NJ

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