

Gemma Jacob

From: Nile Morrison
Sent: 23 August 2023 16:00
To: Paul Cowperthwaite; Alan Garrett; Gerald McIntyre; Alice Parry; Sonella Hesseling; KaChun Liu; Donna Milton; Stephen Nicholson; Darius Spiteri; Yagmur Akyuz; John Clarke; Nile Morrison; Amy Barnett; Pritpal Marway; Faheem Bukhari
Cc: Surface Commercial Projects - Change Control; William Davey
Subject: Change Dashboard 20230823.xlsx
Attachments: Change Dashboard 20230823.xlsx

Good afternoon all,

Please find attached this week's Change Dashboard for your review.

Kind regards,

Nile Morrison | Assistant Commercial Manager
Capital Procurement and Commercial | Transport for London
E-mail: [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)
Zone 10Y, 10th Floor, Palestra, 197 Blackfriars Road, London, SE1 8NJ



EVERY JOURNEY MATERS

TfL RESTRICTED

Gemma Jacob

From: [REDACTED] (Capita Public Service) [REDACTED]@capita.com>
Sent: 24 August 2023 09:42
To: Haran Rabidas
Subject: FW: Project Detroit Document Request
Attachments: Docs 230823.zip

FYI . few more

[REDACTED]
Senior Project Manager
Capita Public Service

Mobile: [REDACTED]



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Registered office 65 Gresham St | London | EC2V 7NQ | www.capita.com

Advance notice of leave – 25th Aug Half Day (PM)
12th Oct to 27th Oct
27th Dec– 29th Dec

From: CapitaTFLPMO <[REDACTED]@capita.co.uk>
Sent: Wednesday, August 23, 2023 3:31 PM
To: FrancaPoglic [REDACTED]; GeorginaLangdon [REDACTED]
Cc: CapitaTFLPMO <[REDACTED]@capita.co.uk>; [REDACTED]@capita.com>; [REDACTED]@capita.com>
Subject: RE: Project Detroit Document Request

Hello

Further to the email below, please find attached the remaining files from the current batch.

Please note that we have been unable to locate:

- BOps Mapping Spreadsheet V0.35 but have provided BOps Mapping Spreadsheet V1.0 (i.e. the baselined version)
- BOpsService.wsdl Version 3.9 but have provided BOpsService.wsdl Version 3.10

Regards

PMO
Capita TfL

From: CapitaTFLPMO
Sent: Tuesday, August 22, 2023 5:47 PM

To: 'FrancaPoglia [REDACTED]' [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; 'GeorginaLangdon [REDACTED]' [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Cc: 'Capita TFLPMO' [REDACTED] <[\[REDACTED\]@capita.co.uk](mailto:[REDACTED]@capita.co.uk)> <[\[REDACTED\]@capita.co.uk](mailto:[REDACTED]@capita.co.uk)>; [REDACTED] <[\[REDACTED\]@capita.com](mailto:[REDACTED]@capita.com)>; [REDACTED] <[\[REDACTED\]@capita.com](mailto:[REDACTED]@capita.com)>

Subject: Project Detroit Document Request

Hello

Please find some of the documents required for Project Detroit. Capita are in the process of reviewing and sourcing the remainder of the documents required.

More documents to follow shortly.

Regards

PMO
Capita TfL

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Gemma Jacob

From: [REDACTED]@capita.com>
Sent: 24 August 2023 09:41
To: Haran Rabidas
Subject: FW: Project Detroit Document Request
Attachments: Docs 220823.zip

FYI as [REDACTED].

[REDACTED]
Senior Project Manager
Capita Public Service

Mobile: [REDACTED]



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12th Oct to 27th Oct
27th Dec– 29th Dec

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Sent: Tuesday, August 22, 2023 5:47 PM
To: FrancaPoglic [REDACTED]; GeorginaLangdon [REDACTED]
Cc: CapitaTFLPMO [REDACTED]@capita.co.uk>; [REDACTED]@capita.com>; [REDACTED]@capita.com>
Subject: Project Detroit Document Request

Hello

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Regards

PMO
Capita TfL

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Gemma Jacob

From: [REDACTED]@capita.com>
Sent: 23 August 2023 09:57
To: Alan Garrett
Cc: [REDACTED] (Capita Public Service)
Subject: RE: June 2023 OCP Invoices
Attachments: Change Portfolio T&M Submission June 23 Actuals

Hello [REDACTED]

CBSL219 went live in May 2022. The change CBSL219 Dec Cameras was implemented May 2022 and project closure following enhanced assurance was agreed with TfL Project Manager James Olabre in September 2022. There have been no charges incurred on T&M since enhanced assurance activities were completed in 2022.

2 Invoices were raised for CBSL219, totalling [REDACTED] and no further charges should be expected for this change.

Invoice No.	Invoice Description	Invoice Date	Value
6004151123	CBSL219: T&M Resources	27-Jul-23	[REDACTED]
6004151124	CBSL219: T&M Third Party	27-Jul-23	[REDACTED]

Capita report Portfolio Change T&M actuals monthly, for all active and unbilled changes. The report contains detailed information on resource and third party spend for TfL review. CBSL219 has remained on this monthly T&M report pending invoicing. I have attached the last T&M report that included the CBSL219 programme detail, that was submitted in July 2023 for T&M June 2023 actuals. I can see that you used to be a recipient of this T&M report up to Feb 2023 actuals reporting cycle. I can add you back to the distribution list going forward if required?

Many thanks and kind regards

[REDACTED]
Programme Finance Manager
Mobile: [REDACTED]

From: Alan Garrett [REDACTED]@tfl.gov.uk>
Sent: Wednesday, August 23, 2023 6:17 AM
To: [REDACTED]@capita.com>
Cc: [REDACTED]@capita.com>
Subject: Re: June 2023 OCP Invoices

****EXTERNAL****

[REDACTED]

Is there any update on this query. The invoice is still outstanding.

Sent from [Outlook for iOS](#)

From: Alan Garrett
Sent: Tuesday, August 15, 2023 7:12:59 PM
To: [REDACTED]@capita.com>

Cc: [redacted]@capita.com>
Subject: RE: June 2023 OCP Invoices

[redacted]
Is there any up[date on the CBSI219 query.

Andy – Q2 PO rel4eased and as such I have worked through the invoices I was holding to allocate.

Alan Garrett
Operations and Performance Manager
Road User Charging
Transport for London

[redacted]
[redacted] (mob)
[redacted]@tfl.gov.uk

[redacted]
The Ultra Low Emission Zone (ULEZ) commenced 8th April 2019, *the area covered changes on 29 August 2023*. See [Ultra-Low-Emission-Zone](#) for more details.

The London Low Emission Zone (LEZ) emissions standards changed on 1st March 2021 see [Low-Emission-Zone](#) for more details.

The London HGV Safety Permit Scheme was introduced 1st March 2021 see [Direct-Vision-Standards](#) for more details

From: [redacted]@capita.com>
Sent: 09 August 2023 18:33
To: Alan Garrett [redacted]@tfl.gov.uk>; [redacted]@capita.com>
Cc: Sukhvinder Lota [redacted]@tfl.gov.uk>
Subject: RE: June 2023 OCP Invoices
Importance: High

Thanks for the update Alan.....If you can let me know as soon as the Q2 PO is released and you can process the BOPS invoices. Are you envisaging any issues with this completing before the due date 24th July?

With regards to CBSL219 I am copying in [redacted] who is our Change/Programmes Manager who should be able to assist.

[redacted] Hi [redacted], Please can you reach out to Alan and help him to understand how the CBS219 invoice value (6004151123 @ [redacted] +VAT) reconciles to what was in the IA. I am pretty sure we have underspent on the Estimated IA Cost which is good but probably need to show where/why so that Alan is assured this is the correct & final cost.

Kind Regards,

[redacted]
Financial Controller
Transport for London – Road User & Emissions Charging

Mobile: [redacted]
Email: [redacted]@capita.com



From: Alan Garrett [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Sent: Wednesday, August 9, 2023 4:56 PM
To: [REDACTED] <[\[REDACTED\]@capita.com](mailto:[REDACTED]@capita.com)>
Cc: Sukhvinder Lota [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Subject: RE: June 2023 OCP Invoices

EXTERNAL

[REDACTED]

See table below

A number of these have already been **processed** / approved inc yesterday and earlier today. I have some **held** as the Q1 PO authority has been exhausted so I need to await the Q2 approvals to complete – in final step with our Chief Finance Officer. *I am not sure we got the Q1 forecast values right.*

I do have a query on invoice 6004151123 for CBSL219 [REDACTED] +VAT which I cannot reconcile to the CR values – can you assist?.

Regards

Alan Garrett
Operations and Performance Manager
Road User Charging
Transport for London



[REDACTED]



[REDACTED] (mob)



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

[REDACTED]

The Ultra Low Emission Zone (ULEZ) commenced 8th April 2019, *the area covered changes on 29 August 2023*. See [Ultra-Low-Emission-Zone](#) for more details.

The London Low Emission Zone (LEZ) emissions standards changed on 1st March 2021 see [Low-Emission-Zone](#) for more details.

The London HGV Safety Permit Scheme was introduced 1st March 2021 see [Direct-Vision-Standards](#) for more details

From: [REDACTED] <[\[REDACTED\]@capita.com](mailto:[REDACTED]@capita.com)>
Sent: 09 August 2023 15:54
To: Alan Garrett [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Cc: Sukhvinder Lota [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>
Subject: RE: June 2023 OCP Invoices
Importance: High

Afternoon Alan,

Hope you are well.

Please can you confirm processing status on all of our July Invoices below that are due for payment in August.

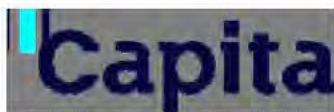
Invoice Number	Invoice Description	Chargable Month	Value + VAT
6004150067	CBSL187A Van Scrappage HV FTE March 2022	March - May 2022	£
6004150071	LEZ 2021 Manual Intervention Charges June23	June /July 23	£
6004150713	EOPS Support Charge Staff S7, 3.1 B July 2023	Jul-23	£
6004150714	EOPS Support Charge Non Staff S7, 3.1 C July 2023	Jul-23	£
6004150715	EOPS Overhead Charge S7, 3.1 D July 2023	Jul-23	£
6004150716	BOPS Support Charge Staff S7, 3.1 B July 2023	Jul-23	£
6004150717	BOPS Support Charge Non Staff S7, 3.1 C July 2023	Jul-23	£
6004150718	BOPS Overhead Charge S7, 3.1 D July 2023	Jul-23	£
6004150719	Azure Charges June 2023	Jun-23	£
6004150720	EOPS Variable Operational Charge (Staff) S7, 3.1A	Jun-23	£
6004150721	EOPS Variable Operational Charge (Non Staff) S7, 3	Jun-23	£
6004150722	EOPS Capita Payment Services June 2023	Jun-23	£
6004150723	EOPS Postage - CIC June 2023	Jun-23	£
6004150724	EOPS Postage - CIDS June 2023	Jun-23	£
6004150725	BOPS Variable Operational Charge (Staff) S7, 3.1A	Jun-23	£
6004150726	BOPS Variable Operational Charge (Non Staff) S7, 3	Jun-23	£
6004150727	BOPS Capita Payment Services June 2023	Jun-23	£
6004150728	BOPS Postage - CIC (Formerly Liberty) June 2023	Jun-23	£
6004150729	ECHO IVR SMS Charges June 2023	Jun-23	£

£

Kind Regards,

Financial Controller
Transport for London – Road User & Emissions Charging

Mobile: [Redacted]
Email: [Redacted]@capita.com



Capita Business Services Ltd | Registered in England and Wales | Registration no. 2299747
Registered office 65 Gresham St | London | EC2V 7NQ | www.capita.com

From: [Redacted]@capita.com>
Sent: Monday, July 24, 2023 4:08 PM
To: Alan Garrett (TFL) [Redacted]@tfl.gov.uk>
Cc: Sukhvinder Lota <[Redacted]@tfl.gov.uk>; [Redacted]@capita.com>
Subject: June 2023 OCP Invoices

Hi Alan,

Please see attached a listing of invoices raised in relation to the June OCP's and July Fixed Service Charges.

Any questions please reach out.

Kind Regards

[REDACTED]
Financial Accountant - Transport for London

Mobile: [REDACTED]
Email: [REDACTED]@capita.co.uk



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Registered office 65 Gresham St | London | EC2V 7NQ |

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If in any doubt, the grammar and spelling are poor, or the name doesn't match the email address then please contact the sender via an alternate known method.

Gemma Jacob

From: [REDACTED]
Sent: 23 August 2023 16:49
To: [REDACTED]; Anthony Evans
Cc: [REDACTED]
Subject: RE: Legal Review of [REDACTED]
Attachments: [REDACTED]

Hi [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Kind regards

[REDACTED]

From: [REDACTED]@hsf.com>
Sent: 18 August 2023 17:35
To: Anthony Evans [REDACTED]@tfl.gov.uk>
Cc: [REDACTED]@tfl.gov.uk>
Subject: RE: Legal Review of [REDACTED]

Hi Tony

[REDACTED]

[REDACTED]

Kind regards

[REDACTED]
Of Counsel (New Zealand)
Herbert Smith Freehills LLP

T + [REDACTED] M [REDACTED]
www.herbertsmithfreehills.com

From: Anthony Evans [REDACTED]@tfl.gov.uk>
Sent: 18 August 2023 16:49
To: [REDACTED] hsf.com>
Cc: [REDACTED]@tfl.gov.uk>
Subject: FW: Legal Review of [REDACTED]

Hi [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Kind regards,
Tony.

Tony Evans

Commercial Manager | Procurement & Commercial

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

10th Floor (Blue), Palestra, 197 Blackfriars Road, London SE1 8NJ



From: Anthony Evans

Sent: 16 August 2023 15:20

To: [REDACTED] [@hsf.com](mailto:[REDACTED]@hsf.com); [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)

Subject: Legal Review of [REDACTED]

Dear [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Kind regards,
Tony.

PS. Apologies for the file sizes

Tony Evans

Commercial Manager | Procurement & Commercial

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

10th Floor (Blue), Palestra, 197 Blackfriars Road, London SE1 8NJ



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Gemma Jacob

From: CapitaTFLPMO [REDACTED]@capita.co.uk>
Sent: 23 August 2023 15:31
To: Franca Poglio; Georgie Langdon
Cc: CapitaTFLPMO; [REDACTED] (Capita Public Service); [REDACTED] (Capita Public Service)
Subject: RE: Project Detroit Document Request
Attachments: Docs 230823.zip

Hello

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Capita TfL

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Cc: 'Capita TFLPMO' ([REDACTED]@capita.co.uk); [REDACTED]@capita.co.uk>; [REDACTED]@capita.com>; [REDACTED]@capita.com>
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Gemma Jacob

From: Faheem Bukhari
Sent: 23 August 2023 15:15
To: Ryan Maskery
Subject: RE: Ryan / Faheem Finance Catch Up
Attachments: CBSL231-TUC CBSL233- LWULEZ Variation Recommendation Final Post CAM.docx; CBSL231-TUC CBSL233- LWULEZ TUC Operational Services Variation Recommendation Final.docx; CBSL231 233 Target Price Interim CAP.pptx; LWULEZ & TUC CAM 211222.pptx; RUC LWULEZ & TUC Target Price Workshop.pptx; Target Price Mechanism Proposal.pptx; Capita TFL 18 November IAF Pricing Walkthrough_.pptx

Hi Ryan,

Further to our meeting

See below responses in red and attached Pain/Gain share model for LWULEZ.

-----Original Appointment-----

From: Ryan Maskery [REDACTED]@tfl.gov.uk>

Sent: 17 August 2023 13:10

To: Faheem Bukhari

Subject: Ryan / Faheem Finance Catch Up

When: 23 August 2023 14:00-15:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Microsoft Teams Meeting

Hi Faheem

I am pulling a piece of work together looking at financials of the current BOps / EOps contracts, what works well, what doesn't etc. with a view to shaping what we should be aiming for going forward. I have included some initial areas for consideration below so would be great if I could tap into your knowledge and expertise of these areas and gain any insights & thoughts.

Current Charging Model

1. What model do we currently use by contract?

Milestones and T&M – Alan Garret manages this.

2. Why/how did we get to it? N/A

3. Does it work? What works well? What doesn't work so well?

It is difficult to determine the amount of time/cost of specific tasks if not well versed in this type of project management.

4. Are there any areas where we are being overcharged?

Potentially double payment for specific individuals in the resource profile.

5. Are there any areas where there is a lack of clarity over invoicing/what we are being charged and why etc?

This can be seen in the current queries we have surrounding Capita's resourcing for their BAU works.

From our commercial aspect it is difficult to see how the time for resources on BAU is then transferred/split onto contract changes for specific individuals.

6. Are there any exit costs which need to be considered?

Basically this builds our knowledge of what good/bad looks like and provides our case for change

Future Charging Model

1. What does good look like in the industry at present?

T&M, fixed price and milestone payments are common in the industry.

2. What are other schemes/frameworks using and why?
3. What model will work best for BOps and why?

The current T&M works well in terms of visibility of individual resources, though there are other challenges involved in this model.

4. What model will work best for EOps and why?
5. What should we do about set up costs/whole life cost consideration?
6. Should we include some kind of service credit mechanism
7. What about risk/reward?
8. How can we ensure the best volume/utilisation discounts?
9. How can we incentivise continuous improvement?
10. What measures can be taken so that we can retain flexibility moving forwards (how can we make our contracts 'future fit')?
11. How can we apply downward pressure on costs moving forwards (being mindful that volumes should decrease overtime)?
12. Do we/should we/how do we incentivise collaborative working?

Kind Regards,
Faheem

Gemma Jacob

From: Louis Pisacane
Sent: 23 August 2023 14:04
To: John Archer; Denise Wilson
Cc: Graham Parker; Hina Surti
Subject: RUC Slides for TSO meeting
Attachments: RUC Support Model follow up actions.pptx

Hi all,

Please find attached the slides for the TSO meeting. Please can you advise if you would like me to present for this one, more than happy to.

We can have a meeting for feedback if required

Kind Regards

Louis Pisacane

Service Strategy and Design Lead | T&D - Technology Service Operations - Surface

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

Floor 10Y7, Palestra, 197 Blackfriars Road, London SE1 8NJ

Floor 6B2, 14 Pier Walk, Greenwich Peninsula, London, SE10 0ES



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Gemma Jacob

From: Denise Wilson
Sent: 24 August 2023 13:40
To: Jean Mitchell
Subject: RUC presentation
Attachments: RUC Support Model follow up actions.pptx

Hi Jean,

Apologies for the delay. Please see the attached as requested.

As mentioned, there are 6 slides to present and Louis Pisacane will present the slides.

Thanks

Kind regards,

Denise Wilson

Senior Service Performance Manager – Transport Services | Technology & Data (T&D) - Technology Service Operations (TSO)

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

Floor 10Y7/8, Palestra, 197 Blackfriars Road, London SE1 8NJ

Floor 5R2/3, 14 Pier Walk, Greenwich Peninsula, London, SE10 0ES



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Gemma Jacob

From: [REDACTED]@capita.co.uk>
Sent: 22 August 2023 16:48
To: [REDACTED] (Capita Public Service); Carvalho, Sofia (Transport for London); Faheem Bukhari; Paulina Szapiel; [REDACTED] (Capita Public Service); Nile Morrison
Cc: Watson, Joseph (Transport for London); SMB-JSS-Capita TFL Change; Surface Commercial Projects - Change Control
Subject: Tfl Pipeline Meeting 23/08/2023
Attachments: Tfl Pipeline Report - 22082023.xlsx

Dear All

Please find attached the Pipeline Report for tomorrow's meeting.

Regards

[REDACTED]
Change Analyst



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Registered office 30 Berners St | London | W1T 3LR | www.capita.com

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