

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

From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#)
Subject: BT Mayor/Chairmans Weekly
Date: 05 October 2018 19:21:52
Attachments: [Mayor-BT Chairmans Weekly 081018.docx](#)

This week's draft. Comments, please, by Monday 16.00 latest.

Good weekend

Howard

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]
Sent: 03 October 2018 18:52
To: Lucy Findlay; Howard Smith; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development); Tucker John; Price Amanda; Adams Simon
Subject: Weekly Mayor Update 031018

Lucy, Howard and Richard,

Thank you all very much for putting the note together. Attached is the final version that has just been sent to City Hall. I expect this to be the base for tomorrow's discussion.

Thanks again and the fun starts all over again on Friday.

Thanks and have a good evening.

Sylvia

Sylvia Mannah

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

Tel: ██████████ Ext: ████████ Mob: ██████████ | E-mail: ██████████@tfl.gov.uk
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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#)
Subject: BT Mayor/Chairmans Weekly
Date: 05 October 2018 19:21:55
Attachments: [Mayor-BT Chairmans Weekly 081018.docx](#)

This week's draft. Comments, please, by Monday 16.00 latest.

Good weekend

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 03 October 2018 18:52
To: Lucy Findlay; Howard Smith; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development); Tucker John; Price Amanda; Adams Simon
Subject: Weekly Mayor Update 031018

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From: [Mannah Sylvia](#)
To: [David Bellamy](#); [Alexander Heidi](#); [Wild Mark \(MD\)](#); [Brown Mike \(Commissioner\)](#); [Kilonback Simon](#); [Wright Simon \(Crossrail\)](#); [Findlay Lucy](#); [Anne McMeel](#); [\[REDACTED\]@tfdic.org](#)
Cc: [Erica Walker](#); [Andrea Kechiche](#); [Milne Jamie](#); [Thomson Linda](#); [Branks Kirsten](#); [Tagg Ella \(ST\)](#); [Bellars Lauren](#); [Steer Tim](#)
Bcc: [Tucker John](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: Crossrail weekly update note
Date: 16 October 2018 17:40:36
Attachments: [Weekly Mavor Update 161018.docx](#)

Hi all,

Please find this week's Crossrail note attached ahead of Thursday's meeting.

Best wishes,

Sylvia

[Sylvia Mannah](#)

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

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

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#); [Zavitz Richard](#)
Subject: FW: Crossrail weekly update
Date: 03 October 2018 18:47:47
Attachments: [Weekly Mayor Update 031018v2.docx](#)

FYI both

From: Brown Andy (Corporate Affairs)
Sent: 03 October 2018 18:47
To: Erica Walker; Mannah Sylvia
Cc: Steer Tim; Keane Kate
Subject: RE: Crossrail weekly update

Hi Erica

Please see this week's note attached.

Sylvia - as discussed please could you share with Anne and Nelson so that they have it before tomorrow morning's meeting at City Hall?

Andy

[REDACTED] | [REDACTED]

From: Erica Walker [mailto:[REDACTED]@london.gov.uk]
Sent: 03 October 2018 14:17
To: Brown Andy (Corporate Affairs); Keane Kate
Cc: Steer Tim
Subject: Crossrail weekly update

Hi – will we get this one through today?

Thanks

Erica

Erica Walker

[REDACTED]

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: FW: Mayor BT Chairman's Weekly
Date: 22 October 2018 16:50:26
Attachments: [Mavor-BT Chairmans Weekly 221018.docx](#)

From: Mannah Sylvia
Sent: 22 October 2018 11:52
To: Clarke Phil (ELLP)
Cc: Wild Mark (MD); 'Howard Smith'; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard
Subject: RE: Mayor BT Chairman's Weekly
Morning Phil,
In Howard's absence, please find attached the note with some minor amends and a comment from me.
Thanks,
Sylvia

From: Howard Smith [mailto:██████████@crossrail.co.uk]
Sent: 19 October 2018 18:42
To: Brown Andy (Corporate Affairs); Mannah Sylvia; Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP)
Cc: Wild Mark (MD)
Subject: Mayor BT Chairman's Weekly
This weeks draft attached. Comments by Monday 16.00 latest please.
Phil Clarke will be finalising for me as I'm away next week.
Kind regards
Howard

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

From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#)
Subject: FW: Weekly Mayor Update 231018
Date: 23 October 2018 15:21:53
Attachments: [Weekly Mayor Update 231018.docx](#)

Hi Andy,

Can you review the attached and let us know if you're happy. Also can you add in any info that might be relevant from the Mike/Andrew Haines meeting.

Then we can send on to Mark for approval.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 13:29
To: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Steph,

Attached is the note with answers to the questions you raised. Will you or Andy add the Haines update. I'll then get Mark to approve that version before you give it to Mike.

Thanks,

Sylvia

From: Doyne Stephanie
Sent: 23 October 2018 11:52
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Sylvia.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 11:41
To: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Steph – I'm awaiting updates on the questions you've raised. The BT report hasn't been finalised still.

From: Doyne Stephanie
Sent: 23 October 2018 10:49
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Hi Sylvia,

Thanks for the attached.

Can I just ask when we might get the results of the investigation regarding the safety issues. I'm really concerned about the issue at [REDACTED] and I know this is something Mike will want to have further info.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 09:25
To: Doyne Stephanie; Keane Kate
Subject: Weekly Mayor Update 231018

Morning ☺

The lovely Lucy had pulled her update together despite being on holiday. The question about the Mike meeting will need to be answered by you/ Andy. I'm

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waiting for the final version of the BT note but I've included the latest version. Let me know if you have any comments asap.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

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

www.tfl.gov.uk

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#)
Subject: FW: Weekly Mayor Update 231018
Date: 23 October 2018 16:23:37
Attachments: [Weekly Mayor Update 231018 vAB.docx](#)


Hi Sylvia,
See below and attached 😊
Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 23 October 2018 16:21
To: Doyne Stephanie
Cc: Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Steph. Only some tiny tweaks on the attached.

Mike hasn't told me anything from the Andrew Haines meeting that should go in here. And I agree with you that the safety near-miss is very concerning, particularly that they just did a 'visual inspection' and then said it was fine to carry on. Would be good if we could provide more detail there...

Andy


From: Doyne Stephanie
Sent: 23 October 2018 15:22
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate
Subject: FW: Weekly Mayor Update 231018

Hi Andy,

Can you review the attached and let us know if you're happy. Also can you add in any info that might be relevant from the Mike/Andrew Haines meeting.

Then we can send on to Mark for approval.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 13:29
To: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Steph,

Attached is the note with answers to the questions you raised. Will you or Andy add the Haines update. I'll then get Mark to approve that version before you give it to Mike.

Thanks,
Sylvia

From: Doyne Stephanie
Sent: 23 October 2018 11:52
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Sylvia.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 11:41

To: Doyne Stephanie; Keane Kate

Subject: RE: Weekly Mayor Update 231018

Thanks Steph – I'm awaiting updates on the questions you've raised. The BT report hasn't been finalised still.

From: Doyne Stephanie

Sent: 23 October 2018 10:49

To: Mannah Sylvia; Keane Kate

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Hi Sylvia,

Thanks for the attached.

Can I just ask when we might get the results of the investigation regarding the safety issues. I'm really concerned about the issue at [REDACTED] and I know this is something Mike will want to have further info.

Kind regards

Stephanie

From: Mannah Sylvia

Sent: 23 October 2018 09:25

To: Doyne Stephanie; Keane Kate

Subject: Weekly Mayor Update 231018

Morning ☺

The lovely Lucy had pulled her update together despite being on holiday. The question about the Mike meeting will need to be answered by you/ Andy. I'm waiting for the final version of the BT note but I've included the latest version. Let me know if you have any comments asap.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

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

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Milne Jamie](#)
Cc: [Tim Steer](#); [Erica Walker](#)
Subject: FW: Weekly Mayoral note
Date: 08 October 2018 19:23:15
Attachments: [Weekly Mayor Update 081018.docx](#)

Hi Jamie - FYI particularly about attendees, and the potential need for a dial-in from Nelson I'll try to Hoover up anyone who is in Reception as I come through - I'll text you if I do that
Andy

From: Mannah Sylvia
Sent: 08 October 2018 18:25
To: Erica Walker; Steer Tim
Cc: Brown Andy (Corporate Affairs); Keane Kate; Doyne Stephanie
Subject: Weekly Mayoral note

Hi Erica and Tim,

Please find this week's Crossrail update note attached ahead of tomorrow's meeting. The IRN table isn't included this week as the data submission and reporting process is being tightened up to ensure better consistency and accuracy as well as a rebaselining which is occurring this week – apologies.

In addition to the guests that attended last week's meeting, Anne McMeel will join the meeting and I believe Nelson Ogunshakin may dial in.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: Fwd: Crossrail weekly update note
Date: 18 October 2018 07:13:34
Attachments: [Weekly Mavor Update 161018.docx](#)
[ATT00001.htm](#)

Sorry!

Sent from my iPhone

Begin forwarded message:

From: Mannah Sylvia <[REDACTED]@tfl.gov.uk>
Date: 16 October 2018 at 17:40:36 BST
To: David Bellamy <[REDACTED]@london.gov.uk>, Alexander Heidi <[REDACTED]@london.gov.uk>, "Wild Mark (MD)" <[REDACTED]@tfl.gov.uk>, "Brown Mike (Commissioner)" <[REDACTED]@tfl.gov.uk>, Kilonback Simon <[REDACTED]@tfl.gov.uk>, "Wright Simon (Crossrail)" <[REDACTED]@crossrail.co.uk>, Findlay Lucy <[REDACTED]@crossrail.co.uk>, Anne McMeel <[REDACTED]@btinternet.com>, "[REDACTED]@fidic.org" <[REDACTED]@fidic.org>
Cc: Erica Walker <[REDACTED]@london.gov.uk>, Andrea Kechiche <[REDACTED]@london.gov.uk>, Milne Jamie <[REDACTED]@tfl.gov.uk>, Thomson Linda <[REDACTED]@tube.tfl.gov.uk>, Branks Kirsten <[REDACTED]@tfl.gov.uk>, "Tagg Ella (ST)" <[REDACTED]@tfl.gov.uk>, Bellars Lauren <[REDACTED]@tfl.gov.uk>, Steer Tim <[REDACTED]@london.gov.uk>
Subject: Crossrail weekly update note

Hi all,

Please find this week's Crossrail note attached ahead of Thursday's meeting.

Best wishes,

Sylvia

Sylvia Mannah

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

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED]@tfl.gov.uk
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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Greig William](#); [Doyne Stephanie](#); [Keane Kate](#); [Mannah Sylvia](#)
Cc: [Skandarajah Ree](#); [Hawthorne Julia](#)
Subject: Fwd: TfL Restricted - Weekly Crossrail update
Date: 31 October 2018 12:23:25
Attachments: [image001.png](#)
[ATT00001.htm](#)
[Weekly Mayor Update 301018.docx](#)
[ATT00002.htm](#)

Will - as discussed

Steph / Kate / Sylvia - please can we make sure Ree and Julia are cc'd on these weekly emails going forward

Andy

Begin forwarded message:

From: Doyne Stephanie <[REDACTED]@tfl.gov.uk>
Date: 30 October 2018 at 16:55:19 GMT
To: David Bellamy <[REDACTED]@london.gov.uk>, Alexander Heidi <[REDACTED]@london.gov.uk>, "Brown Mike (Commissioner)" <[REDACTED]@tfl.gov.uk>, "Wild Mark (MD)" <[REDACTED]@tfl.gov.uk>, Kilonback Simon <[REDACTED]@tfl.gov.uk>, "Wright Simon (Crossrail)" <[REDACTED]@crossrail.co.uk>, "[REDACTED]@btinternet.com" <[REDACTED]@btinternet.com>, "[REDACTED]@fidic.org" <[REDACTED]@fidic.org>
Cc: Steer Tim <[REDACTED]@london.gov.uk>, Erica Walker <[REDACTED]@london.gov.uk>, Milne Jamie <[REDACTED]@tfl.gov.uk>, 'Andrea Kechiche' <[REDACTED]@london.gov.uk>, Thomson Linda <[REDACTED]@tube.tfl.gov.uk>, Branks Kirsten <[REDACTED]@tfl.gov.uk>, "Tagg Ella (ST)" <[REDACTED]@tfl.gov.uk>, Bellars Lauren <[REDACTED]@tfl.gov.uk>, Keane Kate <[REDACTED]@tfl.gov.uk>, "Brown Andy (Corporate Affairs)" <[REDACTED]@tube.tfl.gov.uk>
Subject: TfL Restricted - Weekly Crossrail update

Hi all,

Please find attached this week's Crossrail note ahead of tomorrow's meeting.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: Mayor - BT Chairrman"s Weekly
Date: 29 October 2018 09:04:07
Attachments: [Mayor-BT Chairmans Weekly 291018.docx](#)

I was away last week, this weeks draft attached. We've a BT Chairman's calkl Tuesday and Mayor's Office Wednesday so I'd like to finalise today. Comments asap please.

Kind regards

Howard

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From: [Howard Smith](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Cc: [Wild Mark \(MD\)](#)
Subject: Mayor BT Chairman"s Weekly
Date: 19 October 2018 18:42:07
Attachments: [Mayor-BT Chairmans Weekly 221018.docx](#)

This weeks draft attached. Comments by Monday 16.00 latest please.

Phil Clarke will be finalising for me as I'm away next week.

Kind regards

Howard

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From: [Howard Smith](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Cc: [Wild Mark \(MD\)](#)
Subject: Mayor BT Chairman's Weekly
Date: 19 October 2018 18:42:07
Attachments: [Mayor-BT Chairmans Weekly 221018.docx](#)

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Howard

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [external howard Smith](#)
Cc: [Findlay Lucy](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 15 October 2018 11:06:46
Attachments: [Mayor-BT Chairmans Weekly 151018.docx](#)

Howard,
Thanks for the note. Some very minor amends and a comment from me in the attached.
Thanks,
Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 15 October 2018 09:48
To: external howard Smith
Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP); Doyne Stephanie; Keane Kate
Subject: RE: BT Mayor/Chairmans Weekly
OK, thanks.

Andy

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 15 October 2018 09:38
To: Brown Andy (Corporate Affairs)
Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP); Doyne Stephanie; Keane Kate
Subject: Re: BT Mayor/Chairmans Weekly
Thanks - not really - they were OK, some worked some didn't no surprises, but using 'old' software so we all expected issues. As I'd voiced over something like this anyway I thought I wouldn't try to summarise this week.
Howard

Sent from my iPad

On 15 Oct 2018, at 09:34, Brown Andy (Corporate Affairs) < [REDACTED]@tube.tfl.gov.uk > wrote:

Thanks very much Howard.

In last week's BT update there was the following para (you'll remember we laughed in the corridor about how the square brackets had been left in!):

- Further Heathrow pre-testing took place 5/6 October. This was to test the existing software against elements of the wayside system such as the imposition of temporary speed restrictions [complete results Monday].

Do we need to report on those tests?

Andy

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 12 October 2018 18:12
To: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs)
Cc: Wild Mark (MD); Clarke Phil (ELLP)
Subject: RE: BT Mayor/Chairmans Weekly
This week's draft. Comments, please, by Monday 16.00 latest.
Good weekend
Howard

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [external howard Smith](#); [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 15 October 2018 09:33:46
Attachments: [Mayor-BT Chairmans Weekly 151018.docx](#)

Thanks very much Howard.

In last week's BT update there was the following para (you'll remember we laughed in the corridor about how the square brackets had been left in!):

- Further Heathrow pre-testing took place 5/6 October. This was to test the existing software against elements of the wayside system such as the imposition of temporary speed restrictions [complete results Monday].

Do we need to report on those tests?

Andy

[REDACTED] | [REDACTED]

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

Sent: 12 October 2018 18:12

To: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs)

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

Subject: RE: BT Mayor/Chairmans Weekly

This week's draft. Comments, please, by Monday 16.00 latest.

Good weekend

Howard

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To: [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 12 October 2018 18:12:06
Attachments: [Mayor-BT Chairmans Weekly 151018.docx](#)

This week's draft. Comments, please, by Monday 16.00 latest.

Good weekend

Howard

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Zavitz Richard](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 08 October 2018 17:37:17

Please take out the reference to the table in the version you submit this week.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 08 October 2018 17:33

To: Lucy Findlay; Zavitz Richard

Subject: RE: BT Mayor/Chairmans Weekly

Lucy,

As the info isn't available, I've asked Mark to review the attached version which I plan to get out as soon as he signs it off.

Thanks,

Sylvia

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

Sent: 08 October 2018 11:48

To: Zavitz Richard

Cc: Mannah Sylvia

Subject: Re: BT Mayor/Chairmans Weekly

No - otherwise I'd have provided it!

Lucy Findlay

[REDACTED]

On 8 Oct 2018, at 11:35, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

Hi Lucy,

The table submitted last week had data from week ending 23 September – so we are working from a few weeks behind. Is the data from week ending 30 September not yet available?

Thanks

Richard

From: Mannah Sylvia

Sent: 08 October 2018 11:30

To: Findlay Lucy; Brown Andy (Corporate Affairs); external howard Smith

Cc: Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP); Adams Simon

Subject: RE: BT Mayor/Chairmans Weekly

Thanks Lucy. I think we have to leave the table in – fingers crossed the information comes through today.

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

Sent: 08 October 2018 10:52

To: Mannah Sylvia; Brown Andy (Corporate Affairs); external howard Smith

Cc: Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP); Adams Simon

Subject: RE: BT Mayor/Chairmans Weekly

Here you go Sylvia – comments added.

I've chased up the 5/2 readiness tracker so that the table can be updated. Unless we can remove?

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 08 October 2018 10:33

To: Brown Andy (Corporate Affairs); Howard Smith

Cc: Lucy Findlay; Zavitz Richard; Wild Mark (MD); Phil Clarke - TfL; Adams Simon

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Subject: RE: BT Mayor/Chairmans Weekly

Morning Howard and Lucy,

Many thanks for the updates. Howard, I have no comment on the version Andy circulated. It's incorporated in the attached.

Lucy, I've made some minor amends and included a couple of comment. Can you please review it for me.

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Best wishes,

Sylvia

From: Brown Andy (Corporate Affairs)

Sent: 08 October 2018 08:50

To: Mannah Sylvia; external howard Smith

Cc: Findlay Lucy; Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP)

Subject: RE: BT Mayor/Chairmans Weekly

Thanks Howard. Only tiny proofing comments in the attached.

Andy

██████████ | ██████████

From: Mannah Sylvia

Sent: 05 October 2018 19:41

To: external howard Smith

Cc: Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs); Wild Mark (MD); Clarke Phil (ELLP)

Subject: Re: BT Mayor/Chairmans Weekly

Thanks Howard and have a good weekend too.

Sent from my iPhone

On 5 Oct 2018, at 19:21, Howard Smith <██████████@crossrail.co.uk> wrote:

This week's draft. Comments, please, by Monday 16.00 latest.

Good weekend

Howard

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

Sent: 03 October 2018 18:52

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Hughes David (Director of Strategy and Network Development); Tucker John; Price Amanda; Adams Simon

Subject: Weekly Mayor Update 031018

Lucy, Howard and Richard,

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Thanks and have a good evening.

Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

Tel: ██████████ Ext: ██████████ Mob: ██████████ | E-mail: ██████████@tfl.gov.uk

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Zavitz Richard](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 08 October 2018 17:35:19

Thanks – I was just writing to you -

We will not have the data today. The data submission and reporting process is being tightened up to ensure better consistency and accuracy as well as a rebaselining which is occurring this week.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

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Subject: RE: BT Mayor/Chairmans Weekly

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Thanks,

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

Sent: 08 October 2018 11:48

To: Zavitz Richard

Cc: Mannah Sylvia

Subject: Re: BT Mayor/Chairmans Weekly

No - otherwise I'd have provided it!

Lucy Findlay

[REDACTED]

On 8 Oct 2018, at 11:35, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

Hi Lucy,

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Thanks

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Sent: 08 October 2018 11:30

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Cc: Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP); Adams Simon

Subject: RE: BT Mayor/Chairmans Weekly

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Sent: 08 October 2018 10:52

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Cc: Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP); Adams Simon

Subject: RE: BT Mayor/Chairmans Weekly

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[REDACTED] | [REDACTED]

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Zavitz Richard](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 08 October 2018 17:33:18
Attachments: [Weekly Mayor Update 081018.docx](#)

Lucy,

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Thanks,
Sylvia

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Subject: Re: BT Mayor/Chairmans Weekly
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[REDACTED]

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Best wishes,
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To: Mannah Sylvia; external howard Smith
Cc: Findlay Lucy; Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP)

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Subject: RE: BT Mayor/Chairmans Weekly

Thanks Howard. Only tiny proofing comments in the attached.

Andy

From: Mannah Sylvia

Sent: 05 October 2018 19:41

To: external howard Smith

Cc: Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs); Wild Mark (MD); Clarke Phil (ELLP)

Subject: Re: BT Mayor/Chairmans Weekly

Thanks Howard and have a good weekend too.

Sent from my iPhone

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Good weekend

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#)
Cc: [Adams Simon](#); [Findlay Lucy](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 08 October 2018 15:28:17
Attachments: [Weekly Mayor Update 081018v2_JST.docx](#)

Hi Sylvia,

Find attached some minor changes on the Network Rail section from the JST.

Thanks

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 08 October 2018 10:52
To: Mannah Sylvia; Brown Andy (Corporate Affairs); external howard Smith
Cc: Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP); Adams Simon
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To: [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#)
Cc: [Findlay Lucy](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 08 October 2018 14:49:49
Attachments: [Mayor-BT Chairmans Weekly 081018\(Final\).docx](#)

Final version including BT inspired amendments (not their exact wording) to Paras 4&5.

Final and good to go

Howard

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tfl.gov.uk]
Sent: 08 October 2018 08:50
To: Mannah Sylvia; Howard Smith
Cc: Lucy Findlay; Zavitz Richard; Wild Mark (MD); Phil Clarke - Tfl
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[REDACTED] | [REDACTED]

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Attachments: [Mayor-BT Chairmans Weekly 081018\(Final\).docx](#)

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Attachments: [Weekly Mayor Update 081018v2.docx](#)

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [external howard Smith](#)
Cc: [Findlay Lucy](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#); [Adams Simon](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 08 October 2018 10:33:07
Attachments: [Weekly Mayor Update 081018.docx](#)

Morning Howard and Lucy,

Many thanks for the updates. Howard, I have no comment on the version Andy circulated. It's incorporated in the attached.

Lucy, I've made some minor amends and included a couple of comment. Can you please review it for me.

As this week's meeting is tomorrow, we'll need to have this finalised and issued by COP today.

Best wishes,

Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 08 October 2018 08:50
To: Mannah Sylvia; external howard Smith
Cc: Findlay Lucy; Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP)
Subject: RE: BT Mayor/Chairmans Weekly

Thanks Howard. Only tiny proofing comments in the attached.

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 05 October 2018 19:41
To: external howard Smith
Cc: Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs); Wild Mark (MD); Clarke Phil (ELLP)
Subject: Re: BT Mayor/Chairmans Weekly
Thanks Howard and have a good weekend too.

Sent from my iPhone

On 5 Oct 2018, at 19:21, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

This week's draft. Comments, please, by Monday 16.00 latest.

Good weekend

Howard

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 03 October 2018 18:52
To: Lucy Findlay; Howard Smith; Zavitz Richard
Cc: Hughes David (Director of Strategy and Network Development); Tucker John; Price Amanda; Adams Simon
Subject: Weekly Mayor Update 031018

Lucy, Howard and Richard,

Thank you all very much for putting the note together. Attached is the final version that has just been sent to City Hall. I expect this to be the base for tomorrow's discussion. Thanks again and the fun starts all over again on Friday.

Thanks and have a good evening.

Sylvia

[Sylvia Mannah](#)

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

Tel: [\[REDACTED\]](#) Ext: [\[REDACTED\]](#) Mob: [\[REDACTED\]](#) | E-mail:

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Findlay Lucy](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 08 October 2018 08:49:42
Attachments: [Mayor-BT Chairmans Weekly 081018 ab.docx](#)

Thanks Howard. Only tiny proofing comments in the attached.

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 05 October 2018 19:41
To: external howard Smith
Cc: Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs); Wild Mark (MD); Clarke Phil (ELLP)
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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Findlay Lucy](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: BT Mayor/Chairmans Weekly
Date: 15 October 2018 17:39:34
Attachments: [Mayor-BT Chairmans Weekly 151018 \(FINAL\).docx](#)

Sylvia and colleagues,
Final version attached. Drafting changes accepted and re the comment on November, the detail is spelt out in the 7th para, BT targeting submission by 5th Nov (although this depends on Siemens as explained). If achieved this would probably support a late November passenger service and full passenger use in Dec – so I haven't added anything beyond 'November' in the first para.
Howard.

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 15 October 2018 11:07
To: Brown Andy (Corporate Affairs); Howard Smith
Cc: Lucy Findlay; Zavitz Richard; Wild Mark (MD); Phil Clarke - TfL; Doyne Stephanie; Keane Kate
Subject: RE: BT Mayor/Chairmans Weekly

Howard,
Thanks for the note. Some very minor amends and a comment from me in the attached.
Thanks,
Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 15 October 2018 09:48
To: external howard Smith
Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP); Doyne Stephanie; Keane Kate
Subject: RE: BT Mayor/Chairmans Weekly

OK, thanks.

Andy

[REDACTED] | [REDACTED]

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 15 October 2018 09:38
To: Brown Andy (Corporate Affairs)
Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Wild Mark (MD); Clarke Phil (ELLP); Doyne Stephanie; Keane Kate
Subject: Re: BT Mayor/Chairmans Weekly

Thanks - not really - they were OK, some worked some didn't no surprises, but using 'old' software so we all expected issues. As I'd voiced over something like this anyway I thought I wouldn't try to summarise this week.
Howard

Sent from my iPad

On 15 Oct 2018, at 09:34, Brown Andy (Corporate Affairs) < [REDACTED]@tube.tfl.gov.uk > wrote:

Thanks very much Howard.

In last week's BT update there was the following para (you'll remember we laughed in the corridor about how the square brackets had been left in!):

- **Further Heathrow pre-testing took place 5/6 October. This was to test the existing software against elements of the wayside system such as the imposition of temporary speed restrictions [complete results Monday].**

Do we need to report on those tests?

Andy

[REDACTED] | [REDACTED]

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 12 October 2018 18:12
To: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs)
Cc: Wild Mark (MD); Clarke Phil (ELLP)
Subject: RE: BT Mayor/Chairmans Weekly
This week's draft. Comments, please, by Monday 16.00 latest.
Good weekend

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

Howard

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From: [Erica Walker](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Doyne Stephanie](#)
Subject: RE: CRL weekly note
Date: 16 October 2018 17:37:22

Yes all good – thanks for checking

From: Brown Andy (Corporate Affairs)
Sent: 16 October 2018 17:36
To: Erica Walker
Cc: Doyne Stephanie
Subject: CRL weekly note

Erica - Sylvia is about to send the Crossrail weekly note over but just FYI I have asked her to send it to all the meeting attendees directly (including Heidi and David), to make sure we don't end up with what we had last week where some people were claiming they hadn't seen the paper.

Hope that's OK but shout if not.

Andy

██████████ | ██████████

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From: [Erica Walker](#)
To: [Doyne Stephanie](#)
Cc: [Steer Tim](#); [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: Crossrail Weekly Update
Date: 22 October 2018 16:57:11

Thanks for the update – appreciate it

From: Doyne Stephanie
Sent: 22 October 2018 16:56
To: Erica Walker
Cc: Tim Steer ; Keane Kate ; Andrew J. Brown
Subject: Crossrail Weekly Update

Hi Erica,

Just to let you know that the team are still finalising the weekly note so we will be sending it across tomorrow. Hopefully this shouldn't cause any issues as I'm aware that there isn't a weekly meeting this week.

Kind regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager | Corporate Affairs

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

11th floor (Y8), Palestra, 197 Blackfriars Road, London SE1 8NJ |

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



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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Erica Walker](#); [Keane Kate](#)
Cc: [Steer Tim](#)
Subject: RE: Crossrail weekly update
Date: 03 October 2018 17:20:17

We had a draft ready last night but Mark isn't happy with the way it presents routeway construction progress, so it is being rewritten. Hoping to have something with you tonight but it might end up as first thing tomorrow morning. I have stressed to the team that it is not ideal to have the weekly meeting tomorrow morning without the latest note having been issued.

Andy

[REDACTED] | [REDACTED]

From: Erica Walker [mailto:[REDACTED]@london.gov.uk]

Sent: 03 October 2018 14:17

To: Brown Andy (Corporate Affairs); Keane Kate

Cc: Steer Tim

Subject: Crossrail weekly update

Hi – will we get this one through today?

Thanks

Erica

Erica Walker

[REDACTED]

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Erica Walker](#); [Mannah Sylvia](#)
Cc: [Steer Tim](#); [Keane Kate](#)
Subject: RE: Crossrail weekly update
Date: 03 October 2018 18:47:25
Attachments: [Weekly Mayor Update 031018v2.docx](#)

Hi Erica

Please see this week's note attached.

Sylvia - as discussed please could you share with Anne and Nelson so that they have it before tomorrow morning's meeting at City Hall?

Andy

From: Erica Walker [mailto:[\[REDACTED\]@london.gov.uk](mailto: [REDACTED]@london.gov.uk)]

Sent: 03 October 2018 14:17

To: Brown Andy (Corporate Affairs); Keane Kate

Cc: Steer Tim

Subject: Crossrail weekly update

Hi – will we get this one through today?

Thanks

Erica

Erica Walker

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Subject: Re: Mayor - BT Chairman's Weekly
Date: 30 October 2018 14:48:44

Sylvia,

No - Stage 2 - that was possibly clearer before I split the paras, to make things clearer....

Howard

Sent from my iPad

On 30 Oct 2018, at 14:18, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)> wrote:

Howard,
Thank you. Does the para below relate to Stage 3 services?
Thanks,
Sylvia

BT's revised programme for Release 7.3 currently shows June 2019 for passenger service assurance with driver training to take place thereafter. The critical issues are the availability of the Melton test facility if it is being used for further testing of software for the central section and also the availability of specialist compliance engineering resource to the two simultaneous workstreams. The possibilities for improvement include more intensive use of the existing Melton test track, alternative test tracks (in the UK or elsewhere in Europe), greater use of rigs and other facilities for assurance and more proactive and tightly scheduled assurance submissions.

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 30 October 2018 12:48
To: Mannah Sylvia
Cc: Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP)
Subject: RE: Mayor - BT Chairman's Weekly
Sylvia,

A FINAL-FINAL-FINAL version!

Yes my understanding is 4th April is when Siemens will provide their release that picks up the last of the 29 test issues. This is not certain as its still being worked as part of the combined programme and should not be an impediment to virtually all Dynamic Testing (I think it's one function that sits out till 4th April but will be 100% sure after speaking to Dave Sherrin).

I've tried to simplify the para as requested, I've removed some words and split it into 2. I haven't removed the 'None are easy' phrase as I believe it's true – I don't know a solution as of today nor a decent route to one - but if Mark wants it out I'm happy for you to delate.

Finally – this has already gone to BT as Final and been distributed for tonight's call so they will have marginally different wording – I don't that matters.

Howard

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 30 October 2018 11:37
To: Howard Smith
Cc: Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - Tfl
Subject: RE: Mayor - BT Chairman's Weekly

Howard,

Please find the note attached with some minor amends and comments from Mark.

Thanks,

Sylvia

From: Howard Smith [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 30 October 2018 09:55
To: Mannah Sylvia
Cc: Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP)
Subject: RE: Mayor - BT Chairman's Weekly

Final version, some details from BT on specific elements of '29 test' releases and some minor softening from them on specific dates.

Howard

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 30 October 2018 08:36
To: Howard Smith
Cc: Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - Tfl
Subject: Re: Mayor - BT Chairman's Weekly

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

Thanks Howard.

Sent from my iPhone

On 30 Oct 2018, at 06:29, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Just had changes from BT, will review and incorporate/reject when I get to office.
H

Sent from my iPad

On 29 Oct 2018, at 17:59, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Sylvia,
Thanks, changes incorporated, nothing from BT.
Howard

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 29 October 2018 09:32
To: Howard Smith; Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard
Cc: Phil Clarke - TfL
Subject: RE: Mayor - BT Chairman's Weekly

Howard,
Welcome back and thanks for this. Please find the note attached with some minor
amends and comments.

Thanks,
Sylvia

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 29 October 2018 09:02
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard
Cc: Clarke Phil (ELLP)
Subject: Mayor - BT Chairrman's Weekly

I was away last week, this weeks draft attached. We've a BT Chairman's calk Tuesday
and Mayor's Office Wednesday so I'd like to finalise today. Comments asap please.
Kind regards
Howard

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To: [Mannah Sylvia](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 30 October 2018 12:51:40
Attachments: [Mayor-BT Chairmans Weekly 291018 \(FINAL-FINAL-FINAL\).docx](#)

Sylvia,

A FINAL-FINAL-FINAL version!

Yes my understanding is 4th April is when Siemens will provide their release that picks up the last of the 29 test issues. This is not certain as its still being worked as part of the combined programme and should not be an impediment to virtually all Dynamic Testing (I think it's one function that sits out till 4th April but will be 100% sure after speaking to Dave Sherrin).

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Cc: Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - TfL
Subject: RE: Mayor - BT Chairman's Weekly

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Subject: RE: Mayor - BT Chairman's Weekly
Final version, some details from BT on specific elements of '29 test' releases and some minor softening from them on specific dates.

Howard

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Sent: 30 October 2018 08:36
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Cc: Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - TfL
Subject: Re: Mayor - BT Chairman's Weekly

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Sent: 29 October 2018 09:02

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Cc: Clarke Phil (ELLP)

Subject: Mayor - BT Chairrman's Weekly

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From: [Mannah Sylvia](#)
To: [external.howard.smith](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 30 October 2018 11:36:41
Attachments: [Mayor-BT Chairmans Weekly 291018 \(FINAL-FINAL\) \(2\).docx](#)

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To: "[Howard Smith](#)"
Cc: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 30 October 2018 11:36:41
Attachments: [Mayor-BT Chairmans Weekly 291018 \(FINAL-FINAL\) \(2\).docx](#)

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Sylvia

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Cc: Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP)
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To: Howard Smith
Cc: Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - TfL
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H

Sent from my iPad

On 29 Oct 2018, at 17:59, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Sylvia,
Thanks, changes incorporated, nothing from BT.
Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 29 October 2018 09:32
To: Howard Smith; Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard
Cc: Phil Clarke - TfL
Subject: RE: Mayor - BT Chairman's Weekly

Howard,
Welcome back and thanks for this. Please find the note attached with some minor amends and comments.
Thanks,
Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 29 October 2018 09:02
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard
Cc: Clarke Phil (ELLP)
Subject: Mayor - BT Chairrman's Weekly
I was away last week, this weeks draft attached. We've a BT Chairman's call Tuesday and Mayor's Office Wednesday so I'd like to finalise today. Comments asap please.
Kind regards
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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 30 October 2018 09:58:19
Attachments: [Mayor-BT Chairmans Weekly 291018 \(FINAL-FINAL\).docx](#)

Final version, some details from BT on specific elements of '29 test' releases and some minor softening from them on specific dates.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 30 October 2018 08:36
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Cc: Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - TfL
Subject: Re: Mayor - BT Chairman's Weekly
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To: [Mannah Sylvia](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 30 October 2018 09:58:12
Attachments: [Mayor-BT Chairmans Weekly 291018 \(FINAL-FINAL\).docx](#)

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To: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 29 October 2018 18:01:54
Attachments: [Mayor-BT Chairmans Weekly 291018 \(FINAL\).docx](#)

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Cc: [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 29 October 2018 18:01:49
Attachments: [Mayor-BT Chairmans Weekly 291018 \(FINAL\).docx](#)

Sylvia,
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Howard

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Subject: RE: Mayor - BT Chairman's Weekly

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From: [Mannah Sylvia](#)
To: [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 29 October 2018 09:32:09
Attachments: [Mayor-BT Chairmans Weekly 291018.docx](#)

Howard,

Welcome back and thanks for this. Please find the note attached with some minor amends and comments.

Thanks,

Sylvia

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

Sent: 29 October 2018 09:02

To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard

Cc: Clarke Phil (ELLP)

Subject: Mayor - BT Chairrman's Weekly

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Howard

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From: [Mannah Sylvia](#)
To: ["Howard Smith"](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 29 October 2018 09:32:08
Attachments: [Mayor-BT Chairmans Weekly 291018.docx](#)

Howard,

Welcome back and thanks for this. Please find the note attached with some minor amends and comments.

Thanks,

Sylvia

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

Sent: 29 October 2018 09:02

To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard

Cc: Clarke Phil (ELLP)

Subject: Mayor - BT Chairrman's Weekly

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Kind regards

Howard

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To: [Mannah Sylvia](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: Mayor - BT Chairman's Weekly
Date: 30 October 2018 13:22:10
Attachments: [Mayor-BT Chairmans Weekly 291018 \(FINAL-FINAL-FINAL\).docx](#)

Sylvia,

A FINAL-FINAL-FINAL version!

Yes my understanding is 4th April is when Siemens will provide their release that picks up the last of the 29 test issues. This is not certain as its still being worked as part of the combined programme and should not be an impediment to virtually all Dynamic Testing (I think it's one function that sits out till 4th April but will be 100% sure after speaking to Dave Sherrin).

I've tried to simplify the para as requested, I've removed some words and split it into 2. I haven't removed the 'None are easy' phrase as I believe it's true – I don't know a solution as of today nor a decent route to one - but if Mark wants it out I'm happy for you to delate.

Finally – this has already gone to BT as Final and been distributed for tonight's call so they will have marginally different wording – I don't that matters.

Howard

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 30 October 2018 11:37
To: Howard Smith
Cc: Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - TfL
Subject: RE: Mayor - BT Chairman's Weekly

Howard,

Please find the note attached with some minor amends and comments from Mark.

Thanks,

Sylvia

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 30 October 2018 09:55
To: Mannah Sylvia
Cc: Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP)
Subject: RE: Mayor - BT Chairman's Weekly
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Howard

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Sent: 30 October 2018 08:36
To: Howard Smith
Cc: Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - TfL
Subject: Re: Mayor - BT Chairman's Weekly

Thanks Howard.

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Sylvia

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To: [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#)
Cc: [Wild Mark \(MD\)](#)
Subject: RE: Mayor BT Chairman"s Weekly
Date: 23 October 2018 15:40:11
Attachments: [Mayor-BT Chairmans Weekly 221018 V3 Final.docx](#)

Final version attached incorporating comments from Sylvia, and supported by BT.
(Sylvia- this is the same wording as that sent to you earlier today, advance copy V3).

Kind regards

Phil

From: Howard Smith [mailto:██████████@crossrail.co.uk]
Sent: 19 October 2018 18:42
To: Brown Andy (Corporate Affairs); Mannah Sylvia; Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP)
Cc: Wild Mark (MD)
Subject: Mayor BT Chairman's Weekly
This weeks draft attached. Comments by Monday 16.00 latest please.
Phil Clarke will be finalising for me as I'm away next week.
Kind regards
Howard

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From: [Mannah Sylvia](#)
To: [Clarke Phil \(ELLP\)](#)
Cc: [Wild Mark \(MD\)](#); "[Howard Smith](#)"; [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#)
Subject: RE: Mayor BT Chairman"s Weekly
Date: 22 October 2018 11:51:48
Attachments: [Mayor-BT Chairmans Weekly 221018.docx](#)

Morning Phil,

In Howard's absence, please find attached the note with some minor amends and a comment from me.

Thanks,
Sylvia

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

Sent: 19 October 2018 18:42

To: Brown Andy (Corporate Affairs); Mannah Sylvia; Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP)

Cc: Wild Mark (MD)

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From: [Doyne Stephanie](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Erica Walker](#); [Steer Tim](#); [Keane Kate](#)
Cc: [Mannah Sylvia](#)
Subject: RE: TfL Restricted: Weekly Crossrail note
Date: 30 October 2018 16:40:49
Attachments: [Weekly Mayor Update 301018.docx](#)

Hi all,
Please see attached this weeks note.
Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 29 October 2018 18:04
To: Erica Walker; Steer Tim; Keane Kate
Cc: Mannah Sylvia; Doyne Stephanie
Subject: RE: TfL Restricted: Weekly Crossrail note

I understand the team has received something from CRL, yes, and we are just checking it makes sense before sending to you tomorrow. It should be easier to get something to you because Mike is not around, so one less approval stage.

Andy

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]

Sent: 29 October 2018 17:32

To: Brown Andy (Corporate Affairs); Steer Tim; Keane Kate

Cc: Mannah Sylvia; Doyne Stephanie

Subject: RE: TfL Restricted: Weekly Crossrail note

Hi Andy – can I just check that we are on track to get the weekly meeting note tomorrow? David Bellamy was asking me about it

From: Brown Andy (Corporate Affairs)
Sent: 26 October 2018 17:51
To: Tim Steer ; Keane Kate ; Erica Walker
Cc: Mannah Sylvia ; Doyne Stephanie
Subject: RE: TfL Restricted: Weekly Crossrail note

Thanks. Not ideal, I appreciate. But it has all just been so haywire this week with getting the deal over the line and announced, everyone's attention has been understandably elsewhere.

Andy

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

Sent: 26 October 2018 17:49

To: Brown Andy (Corporate Affairs); Keane Kate; Erica Walker

Cc: Mannah Sylvia; Doyne Stephanie

Subject: RE: TfL Restricted: Weekly Crossrail note

Fine – I'll let you know if anyone asks about it.

Tim

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

Sent: 26 October 2018 17:48

To: Tim Steer < [REDACTED]@london.gov.uk >; Keane Kate < [REDACTED]@tfl.gov.uk >; Erica Walker < [REDACTED]@london.gov.uk >

Cc: Mannah Sylvia < [REDACTED]@tfl.gov.uk >; Doyne Stephanie < [REDACTED]@tfl.gov.uk >

Subject: RE: TfL Restricted: Weekly Crossrail note

Yep - it'll have to!

(It really doesn't make sense to give you the paper that was being worked on this week - it will be so out of date by Wednesday anyway)

Andy

[REDACTED] | [REDACTED]

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

Sent: 26 October 2018 16:52

To: Brown Andy (Corporate Affairs); Keane Kate; Erica Walker

Cc: Mannah Sylvia; Doyne Stephanie

Subject: RE: TfL Restricted: Weekly Crossrail note

Ah I see – when will that come through – presumably before the meeting on Wednesday?

Tim

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

Sent: 26 October 2018 16:45

To: Tim Steer <[REDACTED]@london.gov.uk>; Keane Kate <[REDACTED]@tfl.gov.uk>; Erica Walker <[REDACTED]@london.gov.uk>

Cc: Mannah Sylvia <[REDACTED]@tfl.gov.uk>; Doyne Stephanie <[REDACTED]@tfl.gov.uk>

Subject: RE: TfL Restricted: Weekly Crossrail note

There will be a new one next week as usual - it's just this week's note we want to skip (which is super late anyway!)

Andy

[REDACTED] | [REDACTED]

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

Sent: 26 October 2018 16:44

To: Keane Kate; Erica Walker

Cc: Mannah Sylvia; Brown Andy (Corporate Affairs); Doyne Stephanie

Subject: RE: TfL Restricted: Weekly Crossrail note

Hi Kate

Sorry to have been slow to respond to this. David and Heidi are both away so I can't ask them, but how would we handle the weekly meeting on Wednesday without a note?

Thanks

Tim

From: Keane Kate <[REDACTED]@tfl.gov.uk>

Sent: 26 October 2018 13:52

To: Tim Steer <[REDACTED]@london.gov.uk>; Erica Walker <[REDACTED]@london.gov.uk>

Cc: Mannah Sylvia <[REDACTED]@tfl.gov.uk>; Andrew J. Brown

<[REDACTED]@tube.tfl.gov.uk>; Doyne Stephanie <[REDACTED]@tfl.gov.uk>

Subject: TfL Restricted: Weekly Crossrail note

Hi Tim and Erica

Mike has suggested that we do not send over the weekly Crossrail note.

This is mainly down to two reasons: 1) there has clearly been a lot of movement this week on the project and 2) we are expecting the master schedule to be finalised next week which will provide more detail on the new target dates for delivery of the remaining stages.

I hope that makes sense and is okay with you both but please shout if you have any concerns.

Thanks

Kate

Kate Keane

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

Business Development and Governance Manager | Corporate Affairs

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

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To: [Mannah Sylvia](#); [Zavitz Richard](#)
Cc: [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 03 October 2018 12:29:32

Even more important given I've just clocked it will form the basis for the discussion with Heidi, David and Board Members tomorrow morning.

Andy

From: Mannah Sylvia
Sent: 03 October 2018 10:05
To: Brown Andy (Corporate Affairs); Zavitz Richard
Cc: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Report (01Oct2018)

Richard and Andy, thanks. I don't think that Mark has reviewed it but I'll catch up with him at lunchtime and get him to review this. I'll let you know once he has.

Thanks,
Sylvia

From: Brown Andy (Corporate Affairs)
Sent: 03 October 2018 09:36
To: Zavitz Richard; Mannah Sylvia
Cc: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Report (01Oct2018)

OK, thanks Richard. Happy with this subject to the additional info you're seeking from CRL. Sylvia - has Mark reviewed / cleared? I think in Mike's absence he would appreciate knowing that Mark is happy before it goes over to the Mayor's office.

Andy

From: Zavitz Richard
Sent: 02 October 2018 17:40
To: Brown Andy (Corporate Affairs)
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Report (01Oct2018)

Hi Andy,

Find attached the note with responses to your comments.

I am just checking the table over with the CRL planners responsible for the systemwide contract – both to fill in some gaps and sense check if it's the best we can do with the data available. I'm aiming to get a response from them early tomorrow.

Otherwise the note is complete. Sorry for the delay.

Richard

From: Brown Andy (Corporate Affairs)
Sent: 02 October 2018 11:34
To: Zavitz Richard
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Report (01Oct2018)

Thanks, Richard.

Andy

From: Zavitz Richard
Sent: 02 October 2018 11:24
To: Brown Andy (Corporate Affairs)
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate

Subject: RE: Weekly Mayor Report (01Oct2018)

Hi Andy,

I've sent over to Lucy to get her input and additional data for the table. I'll send through when complete.

Richard

From: Brown Andy (Corporate Affairs)

Sent: 02 October 2018 09:44

To: Zavitz Richard

Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate

Subject: RE: Weekly Mayor Report (01Oct2018)

Thanks very much for this Richard. Some comments and suggested changes tracked in the attached - could you take a look please?

Andy

[REDACTED] | [REDACTED]

From: Zavitz Richard

Sent: 02 October 2018 07:32

To: Doyne Stephanie

Cc: Mannah Sylvia; Brown Andy (Corporate Affairs)

Subject: Weekly Mayor Report (01Oct2018)

Hi Stephanie,

Find attached the note with the IRN and test progress included. Let me know your comments.

Thanks

Richard

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

From: [Beth Grainger1](#)
To: [Zavitz Richard](#)
Cc: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 03 October 2018 11:12:24

Hi Richard,
I'm after the 'sent' version of the above. Apologies if you've sent to Howard but he is a bit of a fiend for filing and I can't find it.
Thanks in advance,

B
Beth Grainger
EA to Howard Smith, Operations Director
[REDACTED]

From: Lucy Findlay
Sent: 02 October 2018 11:56
To: Zavitz Richard; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

I've added in some comments.

I don't have the wk284 [REDACTED] 5:2 readiness tracker but have requested it.

Richard – maybe it would help for you to speak to one of our planners (e.g. Gurpreet) to ensure that your interpretation is correct on the IRN data and whether there are any more useful ways of presenting the data or what might be available?

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

Sent: 02 October 2018 11:23

To: Howard Smith; Lucy Findlay

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Howard,

Lucy – the attached contains comments from Andy Brown for your response. I have also included some comments on the table to request further data to respond to Howard's comments – let me know what's available.

Thank you

Richard

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

Sent: 02 October 2018 08:18

To: Zavitz Richard; Findlay Lucy

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Richard,

Thanks. Two comments:

1. Worth making clear these specific metrics are being shown because they are believed to be the critical path in terms of infrastructure readiness for full Dynamic Testing – otherwise it looks like a rather odd list!
2. May be worth adding 'completed in previous week' stat or you will get the inevitable game of asking or comparing this weeks with last weeks – which just adds another loop after issue!

Kind regards

Howard

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

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Sent: 01 October 2018 19:05
To: Lucy Findlay; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)
Thank you Lucy,

Find attached what I have put together.
Howard – do you think this captures what Mark was after?
Let me know if more explanation is needed.
Richard

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

Sent: 01 October 2018 15:26

To: Zavitz Richard; external howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Attached is the IRN tracker for the key [REDACTED] commodities which are being used as part of the readiness assessment for 5/2; alongside train and signalling readiness. Perhaps you could have a think about how to use the data in it? It'll take a bit of explaining/interpreting.

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Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 01 October 2018 14:44

To: Lucy Findlay; Howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Lucy,

Mark Wild has requested the inclusion of IRN progress and Howard suggested we could also report on levels of static testing that are not dependent on the MOHS update. See email extract below. Can you include in the note?

I have attached a clean version of the note with Howard's BT note included.

Howard – are they any further updates to include?

Thank you

Richard

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Agree, IRN's and the percentages for the various levels of static tests are the key metrics and are not hugely affected by changes to the wider MOHS.

Howard

From: Wild Mark (MD) [mailto: [REDACTED]@tfl.gov.uk]

Sent: 28 September 2018 17:54

To: Brown Andy (Corporate Affairs)

Cc: Howard Smith; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Mannah Sylvia; Keane Kate; Doyne Stephanie

Subject: Re: TfL Restricted - Crossrail briefing

Hi Andy , yes that's the right answer

Although CR colleagues could be reporting against the installation progress leading to the start of Dynamic Testing (was to be 22/10 but now not achievable)

I do think we should get them to report the IRN progress for the start of DT , let's pick that up in the next report

Could that be passed back to Lucy ?

M

]

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

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

Sent: 01 October 2018 14:22
To: Zavitz Richard; external howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

Sent: 28 September 2018 17:52

To: Lucy Findlay; Howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: Weekly Mayor Report (01Oct2018)

Hi Lucy, Howard,

Find attached what I have pulled together for the weekly mayor report. Unfortunately it's more questions than answers. Most of the information on the call today was included in this week's report. We'll need an update from the dynamic testing this weekend, and consider what we can include from the updated remedial action plan.

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)



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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Zavitz Richard](#); [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 03 October 2018 09:36:07
Attachments: [Weekly Mayor Update_011018_v6.docx](#)

OK, thanks Richard. Happy with this subject to the additional info you're seeking from CRL. Sylvia - has Mark reviewed / cleared? I think in Mike's absence he would appreciate knowing that Mark is happy before it goes over to the Mayor's office.

Andy

[REDACTED] | [REDACTED]

From: Zavitz Richard
Sent: 02 October 2018 17:40
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Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Report (01Oct2018)
Hi Andy,

Find attached the note with responses to your comments.

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Otherwise the note is complete. Sorry for the delay.

Richard

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To: Zavitz Richard
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Report (01Oct2018)
Thanks, Richard.

Andy

[REDACTED] | [REDACTED]

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Subject: RE: Weekly Mayor Report (01Oct2018)
Hi Andy,

I've sent over to Lucy to get her input and additional data for the table. I'll send through when complete.

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Sent: 02 October 2018 09:44
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Thanks very much for this Richard. Some comments and suggested changes tracked in the attached - could you take a look please?

Andy

[REDACTED] | [REDACTED]

From: Zavitz Richard
Sent: 02 October 2018 07:32
To: Doyne Stephanie

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

Cc: Mannah Sylvia; Brown Andy (Corporate Affairs)

Subject: Weekly Mayor Report (01Oct2018)

Hi Stephanie,

Find attached the note with the IRN and test progress included. Let me know your comments.

Thanks

Richard

From: [Zavitz Richard](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 02 October 2018 17:39:32
Attachments: [Weekly Mayor Update_011018_v6.docx](#)

Hi Andy,

Find attached the note with responses to your comments.

I am just checking the table over with the CRL planners responsible for the systemwide contract – both to fill in some gaps and sense check if it's the best we can do with the data available. I'm aiming to get a response from them early tomorrow.

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Subject: RE: Weekly Mayor Report (01Oct2018)

Thanks, Richard.

Andy

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Richard

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Hi Stephanie,

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Thanks

Richard

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

From: [Lucy Findlay](#)
To: [Zavitz Richard](#); [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 02 October 2018 17:20:51

I'm fine with his changes re TW12

.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

Sent: 02 October 2018 17:05

To: Lucy Findlay; Howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Ok – I'll share the table with her and ask for comment early tomorrow.

Lucy – Andy had asked for confirmation that his changes in section 2.4 on Window 12 did not change the meaning. Can you confirm you are OK with the changes?

Thanks

Richard

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

Sent: 02 October 2018 16:34

To: Zavitz Richard; external howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

No problem – if it's for systemwide [REDACTED] reporting Liz is the contact.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

Sent: 02 October 2018 16:30

To: Lucy Findlay; Howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Hi Lucy,

Sorry completely missed this email with your update.

Can you send me the contact of a planner – or maybe Liz again? I can share what I have put together to get their feedback.

Thanks

Richard

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

Sent: 02 October 2018 11:56

To: Zavitz Richard; external howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

I've added in some comments.

I don't have the wk284 [REDACTED] 5:2 readiness tracker but have requested it.

Richard – maybe it would help for you to speak to one of our planners (e.g. Gurpreet) to ensure that your interpretation is correct on the IRN data and whether there are any more useful ways of presenting the data or what might be available?

Lucy

Lucy Findlay | Chief of Staff

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

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DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))
MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]
Sent: 02 October 2018 11:23
To: Howard Smith; Lucy Findlay
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Howard,

Lucy – the attached contains comments from Andy Brown for your response. I have also included some comments on the table to request further data to respond to Howard’s comments – let me know what’s available.

Thank you
Richard

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 02 October 2018 08:18
To: Zavitz Richard; Findlay Lucy
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Richard,

Thanks. Two comments:

1. Worth making clear these specific metrics are being shown because they are believed to be the critical path in terms of infrastructure readiness for full Dynamic Testing – otherwise it looks like a rather odd list!
2. May be worth adding ‘completed in previous week’ stat or you will get the inevitable game of asking or comparing this weeks with last weeks – which just adds another loop after issue!

Kind regards
Howard

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]
Sent: 01 October 2018 19:05
To: Lucy Findlay; Howard Smith
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Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Lucy,

Find attached what I have put together.
Howard – do you think this captures what Mark was after?
Let me know if more explanation is needed.
Richard

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]
Sent: 01 October 2018 15:26
To: Zavitz Richard; external howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Attached is the IRN tracker for the key [REDACTED] commodities which are being used as part of the readiness assessment for 5/2; alongside train and signalling readiness. Perhaps you could have a think about how to use the data in it? It’ll take a bit of explaining/interpreting.

Lucy

Lucy Findlay | Chief of Staff

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

DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk))
MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]
Sent: 01 October 2018 14:44
To: Lucy Findlay; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

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Thank you Lucy,

Mark Wild has requested the inclusion of IRN progress and Howard suggested we could also report on levels of static testing that are not dependent on the MOHS update. See email extract below. Can you include in the note?

I have attached a clean version of the note with Howard's BT note included.

Howard – are there any further updates to include?

Thank you

Richard

[

Agree, IRN's and the percentages for the various levels of static tests are the key metrics and are not hugely affected by changes to the wider MOHS.

Howard

From: Wild Mark (MD) [mailto: [REDACTED]@tfl.gov.uk]

Sent: 28 September 2018 17:54

To: Brown Andy (Corporate Affairs)

Cc: Howard Smith; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Mannah Sylvia; Keane Kate; Doyne Stephanie

Subject: Re: TfL Restricted - Crossrail briefing

Hi Andy, yes that's the right answer

Although CR colleagues could be reporting against the installation progress leading to the start of Dynamic Testing (was to be 22/10 but now not achievable)

I do think we should get them to report the IRN progress for the start of DT, let's pick that up in the next report

Could that be passed back to Lucy?

M

]

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

Sent: 01 October 2018 14:22

To: Zavitz Richard; external howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

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To: Lucy Findlay; Howard Smith

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Subject: Weekly Mayor Report (01Oct2018)

Hi Lucy, Howard,

Find attached what I have pulled together for the weekly mayor report. Unfortunately it's more questions than answers. Most of the information on the call today was included in this week's report. We'll need an update from the dynamic testing this weekend, and consider what we can include from the updated remedial action plan.

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: [REDACTED]@tfl.gov.uk

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From: [Lucy Findlay](#)
To: [Zavitz Richard](#); [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 02 October 2018 11:56:08
Attachments: [Weekly Mayor Update_011018_v5.docx](#)

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Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

Sent: 28 September 2018 17:52

To: Lucy Findlay; Howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: Weekly Mayor Report (01Oct2018)

Hi Lucy, Howard,

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

Find attached what I have pulled together for the weekly mayor report. Unfortunately it's more questions than answers. Most of the information on the call today was included in this week's report. We'll need an update from the dynamic testing this weekend, and consider what we can include from the updated remedial action plan.

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

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From: [Zavitz Richard](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 02 October 2018 11:23:48

Hi Andy,

I've sent over to Lucy to get her input and additional data for the table. I'll send through when complete.

Richard

From: Brown Andy (Corporate Affairs)
Sent: 02 October 2018 09:44
To: Zavitz Richard
Cc: Mannah Sylvia; Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Report (01Oct2018)

Thanks very much for this Richard. Some comments and suggested changes tracked in the attached - could you take a look please?

Andy

[REDACTED] | [REDACTED]

From: Zavitz Richard
Sent: 02 October 2018 07:32
To: Doyne Stephanie
Cc: Mannah Sylvia; Brown Andy (Corporate Affairs)
Subject: Weekly Mayor Report (01Oct2018)

Hi Stephanie,

Find attached the note with the IRN and test progress included. Let me know your comments.

Thanks

Richard

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

From: [Zavitz Richard](#)
To: [external howard Smith](#); [Findlay Lucy](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 02 October 2018 11:22:52
Attachments: [Weekly Mayor Update_011018_v5.docx](#)

Thank you Howard,

Lucy – the attached contains comments from Andy Brown for your response. I have also included some comments on the table to request further data to respond to Howard’s comments – let me know what’s available.

Thank you

Richard

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]
Sent: 02 October 2018 08:18
To: Zavitz Richard; Findlay Lucy
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Richard,

Thanks. Two comments:

1. Worth making clear these specific metrics are being shown because they are believed to be the critical path in terms of infrastructure readiness for full Dynamic Testing – otherwise it looks like a rather odd list!
2. May be worth adding ‘completed in previous week’ stat or you will get the inevitable game of asking or comparing this weeks with last weeks – which just adds another loop after issue!

Kind regards

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]
Sent: 01 October 2018 19:05
To: Lucy Findlay; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Lucy,

Find attached what I have put together.

Howard – do you think this captures what Mark was after?

Let me know if more explanation is needed.

Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 01 October 2018 15:26
To: Zavitz Richard; external howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Attached is the IRN tracker for the key [REDACTED] commodities which are being used as part of the readiness assessment for 5/2; alongside train and signalling readiness. Perhaps you could have a think about how to use the data in it? It’ll take a bit of explaining/interpreting.

Lucy

Lucy Findlay | Chief of Staff

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

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

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From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]
Sent: 01 October 2018 14:44
To: Lucy Findlay; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Lucy,

Mark Wild has requested the inclusion of IRN progress and Howard suggested we could also report on levels of static testing that are not dependent on the MOHS update. See email extract below. Can you include in the note?

I have attached a clean version of the note with Howard’s BT note included.

Howard – are there any further updates to include?

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Thank you

Richard

[

Agree, IRN's and the percentages for the various levels of static tests are the key metrics and are not hugely affected by changes to the wider MOHS.

Howard

From: Wild Mark (MD) [mailto: [REDACTED]@tfl.gov.uk]

Sent: 28 September 2018 17:54

To: Brown Andy (Corporate Affairs)

Cc: Howard Smith; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Mannah Sylvia; Keane Kate; Doyne Stephanie

Subject: Re: TfL Restricted - Crossrail briefing

Hi Andy, yes that's the right answer

Although CR colleagues could be reporting against the installation progress leading to the start of Dynamic Testing (was to be 22/10 but now not achievable)

I do think we should get them to report the IRN progress for the start of DT, let's pick that up in the next report

Could that be passed back to Lucy?

M

]

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

Sent: 01 October 2018 14:22

To: Zavitz Richard; external howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 28 September 2018 17:52

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Subject: Weekly Mayor Report (01Oct2018)

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Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Zavitz Richard](#)
Cc: [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 02 October 2018 09:43:32
Attachments: [Weekly Mayor Update_011018_working_v4_ab.docx](#)

Thanks very much for this Richard. Some comments and suggested changes tracked in the attached - could you take a look please?

Andy

 | 

From: Zavitz Richard
Sent: 02 October 2018 07:32
To: Doyne Stephanie
Cc: Mannah Sylvia; Brown Andy (Corporate Affairs)
Subject: Weekly Mayor Report (01Oct2018)

Hi Stephanie,

Find attached the note with the IRN and test progress included. Let me know your comments.

Thanks

Richard

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From: [Zavitz Richard](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 01 October 2018 19:05:01
Attachments: [Weekly Mayor Update_011018_working_v4.docx](#)

Thank you Lucy,

Find attached what I have put together.
Howard – do you think this captures what Mark was after?
Let me know if more explanation is needed.
Richard

From: Lucy Findlay [mailto:████████@crossrail.co.uk]
Sent: 01 October 2018 15:26
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Attached is the IRN tracker for the key ██████ commodities which are being used as part of the readiness assessment for 5/2; alongside train and signalling readiness. Perhaps you could have a think about how to use the data in it? It'll take a bit of explaining/interpreting.

Lucy

Lucy Findlay | Chief of Staff

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

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

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From: Zavitz Richard [mailto:████████@tfl.gov.uk]
Sent: 01 October 2018 14:44
To: Lucy Findlay; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Lucy,

Mark Wild has requested the inclusion of IRN progress and Howard suggested we could also report on levels of static testing that are not dependent on the MOHS update. See email extract below. Can you include in the note?

I have attached a clean version of the note with Howard's BT note included.

Howard – are there any further updates to include?

Thank you

Richard

[

Agree, IRN's and the percentages for the various levels of static tests are the key metrics and are not hugely affected by changes to the wider MOHS.

Howard

From: Wild Mark (MD) [mailto:████████@tfl.gov.uk]

Sent: 28 September 2018 17:54

To: Brown Andy (Corporate Affairs)

Cc: Howard Smith; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Mannah Sylvia; Keane Kate; Doyne Stephanie

Subject: Re: Tfl Restricted - Crossrail briefing

Hi Andy, yes that's the right answer

Although CR colleagues could be reporting against the installation progress leading to the start of Dynamic Testing (was to be 22/10 but now not achievable)

I do think we should get them to report the IRN progress for the start of DT, let's pick that up in the next report

Could that be passed back to Lucy?

M

]

From: Lucy Findlay [mailto:████████@crossrail.co.uk]
Sent: 01 October 2018 14:22
To: Zavitz Richard; external howard Smith

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

Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto:[redacted]@tfl.gov.uk]

Sent: 28 September 2018 17:52

To: Lucy Findlay; Howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: Weekly Mayor Report (01Oct2018)

Hi Lucy, Howard,

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Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [redacted] (auto [redacted] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: [redacted] [tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)



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From: [Lucy Findlay](#)
To: [Zavitz Richard](#); [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 01 October 2018 15:25:59
Attachments: [5-2 Readiness Tracker_W285.pdf](#)

Attached is the IRN tracker for the key [REDACTED] commodities which are being used as part of the readiness assessment for 5/2; alongside train and signalling readiness. Perhaps you could have a think about how to use the data in it? It'll take a bit of explaining/interpreting.

Lucy

Lucy Findlay | Chief of Staff

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

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

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Sent: 28 September 2018 17:54

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Sent: 01 October 2018 14:22

To: Zavitz Richard; external howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Lucy

Lucy Findlay | Chief of Staff

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

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

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Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

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From: [Zavitz Richard](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 01 October 2018 14:43:42
Attachments: [Weekly Mayor Update_011018_workingV3.docx](#)

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Howard

From: Wild Mark (MD) [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]

Sent: 28 September 2018 17:54

To: Brown Andy (Corporate Affairs)

Cc: Howard Smith; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Mannah Sylvia; Keane Kate; Doyne Stephanie

Subject: Re: TfL Restricted - Crossrail briefing

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M

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

Sent: 01 October 2018 14:22

To: Zavitz Richard; external howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Lucy

Lucy Findlay | Chief of Staff

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

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

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Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

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From: [Lucy Findlay](#)
To: [Zavitz Richard](#); [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 01 October 2018 14:29:05
Attachments: [Weekly Mayor Update_011018_workingV2.docx](#)

Lucy

Lucy Findlay | Chief of Staff

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

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Sent: 28 September 2018 17:52

To: Lucy Findlay; Howard Smith

Cc: Mannah Sylvia; Adams Simon

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Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

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From: [Howard Smith](#)
To: [Zavitz Richard](#); [Findlay Lucy](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: RE: Weekly Mayor Report (01Oct2018)
Date: 28 September 2018 18:33:20

Richard,
Don't think IRN or testing methods are being updated, progress measures (% complete) should be consistently – change may be in 'versus plan'.

Howard

From: Zavitz Richard [mailto:██████████@tfl.gov.uk]
Sent: 28 September 2018 17:58
To: Lucy Findlay; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Hi Lucy,

As an update, Mark Wild has suggested we incorporate the IRN progress for the start of Dynamic Testing. I know previous reports mentioned that the IRN method was being updated/assessed - what is the latest and can it now be used as a meaningful metric for the start of dynamic testing? Following the readiness review, are there other metrics we could include as well?

Thank you

Richard

From: Zavitz Richard
Sent: 28 September 2018 17:52
To: Findlay Lucy; external howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: Weekly Mayor Report (01Oct2018)

Hi Lucy, Howard,

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Thank you

Richard

Richard Zavitz
Principal Sponsor | Crossrail Joint Sponsor Team
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From: [Zavitz Richard](#)
To: [Beth Grainger1](#)
Cc: [Mannah Sylvia](#)
Subject: Re: Weekly Mayor Report (01Oct2018)
Date: 03 October 2018 11:46:55

Hi Beth,

The note has not yet been sent. We'll get there.

Richard

On Wed, Oct 3, 2018 at 11:12 AM +0100, "Beth Grainger1" <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

Hi Richard,
I'm after the 'sent' version of the above. Apologies if you've sent to Howard but he is a bit of a fiend for filing and I can't find it.
Thanks in advance,

B
Beth Grainger
EA to Howard Smith, Operations Director
[\[REDACTED\]](#)

From: Lucy Findlay
Sent: 02 October 2018 11:56
To: Zavitz Richard; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

I've added in some comments.
I don't have the wk284 [\[REDACTED\]](#) 5:2 readiness tracker but have requested it.
Richard – maybe it would help for you to speak to one of our planners (e.g. Gurpreet) to ensure that your interpretation is correct on the IRN data and whether there are any more useful ways of presenting the data or what might be available?

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

From: Zavitz Richard [mailto:[\[REDACTED\]@tfl.gov.uk](#)]
Sent: 02 October 2018 11:23
To: Howard Smith; Lucy Findlay
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Howard,
Lucy – the attached contains comments from Andy Brown for your response. I have also included some comments on the table to request further data to respond to Howard's comments – let me know what's available.
Thank you
Richard

From: Howard Smith [mailto:[\[REDACTED\]@crossrail.co.uk](#)]
Sent: 02 October 2018 08:18
To: Zavitz Richard; Findlay Lucy
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Richard,
Thanks. Two comments:

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

<!--[if !supportLists]-->1. <!--[endif]-->Worth making clear these specific metrics are being shown because they are believed to be the critical path in terms of infrastructure readiness for full Dynamic Testing – otherwise it looks like a rather odd list!

<!--[if !supportLists]-->2. <!--[endif]-->May be worth adding ‘completed in previous week’ stat or you will get the inevitable game of asking or comparing this weeks with last weeks – which just adds another loop after issue!

Kind regards

Howard

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]
Sent: 01 October 2018 19:05
To: Lucy Findlay; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Lucy,

Find attached what I have put together.
Howard – do you think this captures what Mark was after?
Let me know if more explanation is needed.
Richard

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 01 October 2018 15:26
To: Zavitz Richard; external howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Attached is the IRN tracker for the key [REDACTED] commodities which are being used as part of the readiness assessment for 5/2; alongside train and signalling readiness. Perhaps you could have a think about how to use the data in it? It'll take a bit of explaining/interpreting.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]
Sent: 01 October 2018 14:44
To: Lucy Findlay; Howard Smith
Cc: Mannah Sylvia; Adams Simon
Subject: RE: Weekly Mayor Report (01Oct2018)

Thank you Lucy,

Mark Wild has requested the inclusion of IRN progress and Howard suggested we could also report on levels of static testing that are not dependent on the MOHS update. See email extract below. Can you include in the note?

I have attached a clean version of the note with Howard's BT note included.

Howard – are there any further updates to include?

Thank you

Richard

[

Agree, IRN's and the percentages for the various levels of static tests are the key metrics and are not hugely affected by changes to the wider MOHS.

Howard

From: Wild Mark (MD) [mailto: [REDACTED]@tfl.gov.uk]

Sent: 28 September 2018 17:54

To: Brown Andy (Corporate Affairs)

Cc: Howard Smith; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Mannah Sylvia; Keane Kate; Doyne Stephanie

Subject: Re: TfL Restricted - Crossrail briefing

Hi Andy, yes that's the right answer

Although CR colleagues could be reporting against the installation progress leading to the start of Dynamic

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Testing (was to be 22/10 but now not achievable)

I do think we should get them to report the IRN progress for the start of DT , let's pick that up in the next report

Could that be passed back to Lucy ?

M

]

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

Sent: 01 October 2018 14:22

To: Zavitz Richard; external howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: RE: Weekly Mayor Report (01Oct2018)

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]

Sent: 28 September 2018 17:52

To: Lucy Findlay; Howard Smith

Cc: Mannah Sylvia; Adams Simon

Subject: Weekly Mayor Report (01Oct2018)

Hi Lucy, Howard,

Find attached what I have pulled together for the weekly mayor report. Unfortunately it's more questions than answers. Most of the information on the call today was included in this week's report. We'll need an update from the dynamic testing this weekend, and consider what we can include from the updated remedial action plan.

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email: [REDACTED]@tfl.gov.uk



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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Adams Simon](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 031018
Date: 05 October 2018 17:51:58
Attachments: [Weekly Mayor Update 081018.docx](#)

Hi Sylvia
please find attached draft update.
I haven't yet received the IRN data for the week.
There really isn't much new news since Wednesday pm....

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 03 October 2018 18:52

To: Lucy Findlay; Howard Smith; Zavitz Richard

Cc: Hughes David (Director of Strategy and Network Development); Tucker John; Price Amanda; Adams Simon

Subject: Weekly Mayor Update 031018

Lucy, Howard and Richard,

Thank you all very much for putting the note together. Attached is the final version that has just been sent to City Hall. I expect this to be the base for tomorrow's discussion. Thanks again and the fun starts all over again on Friday.

Thanks and have a good evening.

Sylvia

Sylvia Mannah

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

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 081018
Date: 08 October 2018 15:11:15

[She's asked for it so not really sure.](#)

From: Doyne Stephanie
Sent: 08 October 2018 15:11
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 081018

Yes that's right.

When do we think the info might come through as it would be useful to have before the convo tomorrow?

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 08 October 2018 15:08
To: Doyne Stephanie; Keane Kate
Subject: Weekly Mayor Update 081018

Hello,

This week's note is attached. Not much difference from the version we issued last Wednesday. Lucy is awaiting info to update the table but it may not come through in time. Challenge is that the meeting is tomorrow so we need to issue this tonight. I assume we'll take it through the same process as last week, you guys review including Andy and then Mark signs off the final version?

Thanks,

Sylvia

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

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#)
Subject: RE: Weekly Mayor Update 151018 (2)
Date: 15 October 2018 15:09:23
Attachments: [Weekly Mayor Update 151018 \(2\) SD.docx](#)

Few minor formatting changes.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 15 October 2018 14:54
To: Doyne Stephanie
Subject: Weekly Mayor Update 151018 (2)

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

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#); [Tucker John](#)
Subject: RE: Weekly Mayor Update 151018
Date: 16 October 2018 15:27:09

Sorry, one thing. We did discuss at last week's weekly meeting how they needed to have faster paced reporting metrics. They say in the note that they are working on this but I will be interested to see whether they get away with saying they won't be ready until November.

They did specifically say, though, that they would have updated IRN figures in time for this week's meeting. So they need to include that I think.

Andy

From: Brown Andy (Corporate Affairs)
Sent: 16 October 2018 15:03
To: Mannah Sylvia
Cc: Keane Kate; Doyne Stephanie; Tucker John
Subject: RE: Weekly Mayor Update 151018

Hi Sylvia

Sorry for the delay - looks fine to me and yes please to having Mark see it

Andy

From: Mannah Sylvia
Sent: 16 October 2018 09:10
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate; Doyne Stephanie; Tucker John
Subject: Weekly Mayor Update 151018

Hi Andy,

Please find attached the weekly note. Can you let me know if you have any comments before I give it to Mark for sign off.

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Senior Adviser to the Managing Director, London Underground
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From: [Mannah Sylvia](#)
To: [Zavitz Richard](#)
Subject: RE: Weekly Mayor Update 161018
Date: 16 October 2018 10:51:52

[Thanks Richard. I think we can leave it in for this week.](#)

From: Zavitz Richard
Sent: 16 October 2018 10:44
To: Mannah Sylvia
Subject: RE: Weekly Mayor Update 161018

Thanks Sylvia,

I was wondering where that went.

Just a suggestion on the NR section. Section 7.5 has been a carry over for a number of weeks.

Suggest we delete if we can, but either way refresh the section next week following the update to Sponsors.

Richard

From: Mannah Sylvia
Sent: 16 October 2018 10:31
To: Zavitz Richard
Subject: Weekly Mayor Update 161018
Current version of the note – awaiting sign off.

From: [Brown Andy \(Corporate Affairs\)](#)
To: [Doyne Stephanie](#)
Cc: [Keane Kate](#)
Subject: RE: Weekly Mayor Update 231018
Date: 23 October 2018 16:21:28
Attachments: [Weekly Mayor Update 231018 vAB.docx](#)

Thanks Steph. Only some tiny tweaks on the attached.

Mike hasn't told me anything from the Andrew Haines meeting that should go in here. And I agree with you that the safety near-miss is very concerning, particularly that they just did a 'visual inspection' and then said it was fine to carry on. Would be good if we could provide more detail there...

Andy

[REDACTED] | [REDACTED]

From: Doyne Stephanie
Sent: 23 October 2018 15:22
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate
Subject: FW: Weekly Mayor Update 231018

Hi Andy,

Can you review the attached and let us know if you're happy. Also can you add in any info that might be relevant from the Mike/Andrew Haines meeting.

Then we can send on to Mark for approval.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 13:29
To: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Steph,

Attached is the note with answers to the questions you raised. Will you or Andy add the Haines update. I'll then get Mark to approve that version before you give it to Mike.

Thanks,
Sylvia

From: Doyne Stephanie
Sent: 23 October 2018 11:52
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Sylvia.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 11:41
To: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Steph – I'm awaiting updates on the questions you've raised. The BT report hasn't been finalised still.

From: Doyne Stephanie
Sent: 23 October 2018 10:49
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Hi Sylvia,

Thanks for the attached.

Can I just ask when we might get the results of the investigation regarding the safety issues. I'm really concerned about the issue at [REDACTED] and I know this is something Mike will want to have further info.

Kind regards

Stephanie

From: Mannah Sylvia

Sent: 23 October 2018 09:25

To: Doyne Stephanie; Keane Kate

Subject: Weekly Mayor Update 231018

Morning ☺

The lovely Lucy had pulled her update together despite being on holiday. The question about the Mike meeting will need to be answered by you/ Andy. I'm waiting for the final version of the BT note but I've included the latest version. Let me know if you have any comments asap.

Thanks,

Sylvia

Sylvia Mannah

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 231018
Date: 23 October 2018 13:28:38
Attachments: [Weekly Mayor Update 231018.docx](#)

Steph,

Attached is the note with answers to the questions you raised. Will you or Andy add the Haines update. I'll then get Mark to approve that version before you give it to Mike.

Thanks,
Sylvia

From: Doyne Stephanie
Sent: 23 October 2018 11:52
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Sylvia.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 11:41
To: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Steph – I'm awaiting updates on the questions you've raised. The BT report hasn't been finalised still.

From: Doyne Stephanie
Sent: 23 October 2018 10:49
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Hi Sylvia,

Thanks for the attached.

Can I just ask when we might get the results of the investigation regarding the safety issues. I'm really concerned about the issue at [REDACTED] and I know this is something Mike will want to have further info.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 09:25
To: Doyne Stephanie; Keane Kate
Subject: Weekly Mayor Update 231018

Morning ☺

The lovely Lucy had pulled her update together despite being on holiday. The question about the Mike meeting will need to be answered by you/ Andy. I'm waiting for the final version of the BT note but I've included the latest version. Let me know if you have any comments asap.

Thanks,
Sylvia

[Sylvia Mannah](#)

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www.tfl.gov.uk

From: [Doyne Stephanie](#)
To: [Mannah Sylvia](#); [Keane Kate](#)
Subject: RE: Weekly Mayor Update 231018
Date: 23 October 2018 10:49:23
Attachments: [Weekly Mayor Update 231018 SD changes.docx](#)

Hi Sylvia,

Thanks for the attached.

Can I just ask when we might get the results of the investigation regarding the safety issues. I'm really concerned about the issue at [REDACTED] and I know this is something Mike will want to have further info.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 09:25
To: Doyne Stephanie; Keane Kate
Subject: Weekly Mayor Update 231018

Morning ☺

The lovely Lucy had pulled her update together despite being on holiday. The question about the Mike meeting will need to be answered by you/ Andy. I'm waiting for the final version of the BT note but I've included the latest version. Let me know if you have any comments asap.

Thanks,

Sylvia

[Sylvia Mannah](#)

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From: [Howard Smith](#)
To: [Mannah Sylvia](#)
Cc: [Findlay Lucy](#)
Subject: Re: Weekly Mayor Update 231018.docx
Date: 28 October 2018 20:43:08

Back from hols will get the BT section updated tomorrow, hopefully morning.

Howard

Sent from my iPad

> On 26 Oct 2018, at 19:13, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

>

>

>

> <Weekly Mayor Update 231018.docx>

>

>

> Sent from my iPhone

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Cc: [Keane Kate](#)
Subject: RE: Weekly Mayor Update 231018
Date: 23 October 2018 16:32:47

Thanks – all the info we have on the safety incidents is what we've included. I'll ask Mark to approve this.

From: Doyne Stephanie
Sent: 23 October 2018 16:24
To: Mannah Sylvia
Cc: Keane Kate
Subject: FW: Weekly Mayor Update 231018

Hi Sylvia,
See below and attached 😊
Kind regards
Stephanie

From: Brown Andy (Corporate Affairs)
Sent: 23 October 2018 16:21
To: Doyne Stephanie
Cc: Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Steph. Only some tiny tweaks on the attached.
Mike hasn't told me anything from the Andrew Haines meeting that should go in here. And I agree with you that the safety near-miss is very concerning, particularly that they just did a 'visual inspection' and then said it was fine to carry on. Would be good if we could provide more detail there...
Andy

From: Doyne Stephanie
Sent: 23 October 2018 15:22
To: Brown Andy (Corporate Affairs)
Cc: Keane Kate
Subject: FW: Weekly Mayor Update 231018

Hi Andy,
Can you review the attached and let us know if you're happy. Also can you add in any info that might be relevant from the Mike/Andrew Haines meeting.
Then we can send on to Mark for approval.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 13:29
To: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Steph,
Attached is the note with answers to the questions you raised. Will you or Andy add the Haines update. I'll then get Mark to approve that version before you give it to Mike.
Thanks,
Sylvia

From: Doyne Stephanie
Sent: 23 October 2018 11:52
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Sylvia.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 11:41
To: Doyne Stephanie; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Thanks Steph – I'm awaiting updates on the questions you've raised. The BT report hasn't been finalised still.

From: Doyne Stephanie
Sent: 23 October 2018 10:49
To: Mannah Sylvia; Keane Kate
Subject: RE: Weekly Mayor Update 231018

Hi Sylvia,

Thanks for the attached.

Can I just ask when we might get the results of the investigation regarding the safety issues. I'm really concerned about the issue at [REDACTED] and I know this is something Mike will want to have further info.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 23 October 2018 09:25
To: Doyne Stephanie; Keane Kate
Subject: Weekly Mayor Update 231018

Morning ☺

The lovely Lucy had pulled her update together despite being on holiday. The question about the Mike meeting will need to be answered by you/ Andy. I'm waiting for the final version of the BT note but I've included the latest version. Let me know if you have any comments asap.

Thanks,

Sylvia

Sylvia Mannah

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [Mannah Sylvia](#); [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 291018
Date: 30 October 2018 11:09:54
Attachments: [Weekly Mayor Update 291018 ab.docx](#)

Now actually attached.

From: Brown Andy (Corporate Affairs)
Sent: 30 October 2018 11:09
To: Mannah Sylvia; Doyne Stephanie
Subject: RE: Weekly Mayor Update 291018

Hi --

One change tracked on the attached from me - I want it to be clear that CRL have just told us about the MOHS being late; we haven't figured out how to respond yet.

And Mike said last week that when he spoke to Andrew Haines recently it didn't seem as clear cut about progress on NR stations as CRL are making out in this note. I don't think we need to reflect that in this note but please could you flag that with Mark (and then we might bring it up in the meeting tomorrow).

Andy

[REDACTED] | [REDACTED]

From: Mannah Sylvia
Sent: 30 October 2018 10:40
To: Doyne Stephanie; Brown Andy (Corporate Affairs)
Subject: RE: Weekly Mayor Update 291018

Yay 😊.

From: Doyne Stephanie
Sent: 30 October 2018 10:39
To: Mannah Sylvia; Brown Andy (Corporate Affairs)
Subject: RE: Weekly Mayor Update 291018

Hi Sylvia,

I'm happy with the note.

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 30 October 2018 10:31
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: Weekly Mayor Update 291018

Morning,

Attached is the latest note of the briefing. It's back with Lucy for her to check the IRN info. Can you please review it and inform me of any comments before I get Mark to approve it.

Thanks,

Sylvia

[Sylvia Mannah](#)

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: Weekly Mayor Update 291018
Date: 30 October 2018 11:53:44

[Cool. I've sent Lucy Mark's comments so hopefully it should be finalised shortly.](#)



From: Doyne Stephanie
Sent: 30 October 2018 11:49
To: Mannah Sylvia; Brown Andy (Corporate Affairs)
Subject: RE: Weekly Mayor Update 291018
Happy to issue it once Mark signs it off.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 30 October 2018 11:13
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: RE: Weekly Mayor Update 291018
[Andy, I'll include that CRL informed the joint sponsors on Monday of the delay. Mark wants them to add a better rationale for the delay. He has some other comments that I'll pick up with Lucy and then we can get this to City Hall. Do you want me to issue it \(with you finally cc'd\) or do you want to issue it.](#)

From: Brown Andy (Corporate Affairs)
Sent: 30 October 2018 11:09
To: Mannah Sylvia; Doyne Stephanie
Subject: RE: Weekly Mayor Update 291018
Hi --

One change tracked on the attached from me - I want it to be clear that CRL have just told us about the MOHS being late; we haven't figured out how to respond yet.
And Mike said last week that when he spoke to Andrew Haines recently it didn't seem as clear cut about progress on NR stations as CRL are making out in this note. I don't think we need to reflect that in this note but please could you flag that with Mark (and then we might bring it up in the meeting tomorrow).

Andy

 | 
From: Mannah Sylvia
Sent: 30 October 2018 10:40
To: Doyne Stephanie; Brown Andy (Corporate Affairs)
Subject: RE: Weekly Mayor Update 291018
[Yay ☺.](#)

From: Doyne Stephanie
Sent: 30 October 2018 10:39
To: Mannah Sylvia; Brown Andy (Corporate Affairs)
Subject: RE: Weekly Mayor Update 291018
Hi Sylvia,
I'm happy with the note.
Kind regards
Stephanie

From: Mannah Sylvia
Sent: 30 October 2018 10:31
To: Brown Andy (Corporate Affairs); Doyne Stephanie
Subject: Weekly Mayor Update 291018
Morning,
Attached is the latest note of the briefing. It's back with Lucy for her to check the

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IRN info. Can you please review it and inform me of any comments before I get Mark to approve it.

Thanks,

Sylvia

Sylvia Mannah

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From: [Doyne Stephanie](#)
To: [Findlay Lucy](#); [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: Weekly Mayor Update 301018
Date: 30 October 2018 16:12:42
Attachments: [Weekly Mayor Update 301018.docx](#)

Thanks for coming back to me.

No hidden agenda, I was simply seeking clarification on my points below ahead of the weekly meeting tomorrow, as I know this will most likely be raised by Heidi and David. I have updated this weeks note to say that both we and the DfT have been informed of the delay to the publication of the MOHS (on 29 October) as this is an accurate reflection of events.

I will send this across to the Mayor's office as they are chasing.

Kind regards

Stephanie

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

Sent: 30 October 2018 15:25

To: Doyne Stephanie; Mannah Sylvia

Subject: RE: Weekly Mayor Update 301018

Sorry I'm not quite sure what you're driving at.

The MOHS is a planning tool that guides and drives implementation of milestones across the project and delivery of all elements across the programme

No formal "confirmation" has been provided to either Sponsor nor to CRL Board.

We told CRL Board at its meeting on 26 October that it was taking longer (it was due to have been finalised on 26 October)

DfT is aware

It's not a question of "did CRL only know.....".....it is CRL that has decided to take more time to finalise it and yesterday the date for completion of the MOHS was set as 30 November
I hope that helps.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]

Sent: 30 October 2018 15:00

To: Lucy Findlay; Mannah Sylvia

Subject: RE: Weekly Mayor Update 301018

Hi Lucy,

Can I just check a few things:

- Can you confirm that CRL have informed the DfT on the MOHS being delayed until the end of November? And was the date of confirmation to them the 29 October?
- Also for backpocket info for Mike – did CRL only know about the MOHS being delayed until the end of November this week? As last weeks note to the Mayor (and the one previously said we would have a MOHS by the end of October).

Kind regards

Stephanie

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

Sent: 30 October 2018 14:45

To: Mannah Sylvia

Cc: Doyne Stephanie

Subject: RE: Weekly Mayor Update 301018

Yup ok with me

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 30 October 2018 14:47

To: Lucy Findlay

Cc: Doyne Stephanie

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

Subject: Weekly Mayor Update 301018

Lucy,

Thanks. please find attached with some minor amends – are you happy.

Thanks,

Sylvia

Sylvia Mannah

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

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#)
Cc: [Doyne Stephanie](#)
Subject: RE: Weekly Mayor Update 301018
Date: 30 October 2018 14:48:33

Yup ok with me

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 30 October 2018 14:47

To: Lucy Findlay

Cc: Doyne Stephanie

Subject: Weekly Mayor Update 301018

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Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

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From: [Lucy Findlay](#)
To: [Doyne Stephanie](#); [Mannah Sylvia](#)
Cc: [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: RE: Weekly Mayor Update 301018
Date: 30 October 2018 16:58:18

Ok that's fine. My query with the wording earlier was simply that I have no idea who "informed" the DfT but I do know they are aware

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Doyne Stephanie [mailto:[REDACTED]@tfl.gov.uk]

Sent: 30 October 2018 16:13

To: Lucy Findlay; Mannah Sylvia

Cc: Keane Kate; Brown Andy (Corporate Affairs)

Subject: RE: Weekly Mayor Update 301018

Thanks for coming back to me.

No hidden agenda, I was simply seeking clarification on my points below ahead of the weekly meeting tomorrow, as I know this will most likely be raised by Heidi and David. I have updated this weeks note to say that both we and the DfT have been informed of the delay to the publication of the MOHS (on 29 October) as this is an accurate reflection of events.

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Kind regards

Stephanie

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

Sent: 30 October 2018 15:25

To: Doyne Stephanie; Mannah Sylvia

Subject: RE: Weekly Mayor Update 301018

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DfT is aware

It's not a question of "did CRL only know....."....it is CRL that has decided to take more time to finalise it and yesterday the date for completion of the MOHS was set as 30 November

I hope that helps.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Doyne Stephanie [mailto:[REDACTED]@tfl.gov.uk]

Sent: 30 October 2018 15:00

To: Lucy Findlay; Mannah Sylvia

Subject: RE: Weekly Mayor Update 301018

Hi Lucy,

Can I just check a few things:

- Can you confirm that CRL have informed the DfT on the MOHS being delayed until the end of November? And was the date of confirmation to them the 29 October?
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Kind regards

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Stephanie

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

Sent: 30 October 2018 14:45

To: Mannah Sylvia

Cc: Doyne Stephanie

Subject: RE: Weekly Mayor Update 301018

Yup ok with me

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 30 October 2018 14:47

To: Lucy Findlay

Cc: Doyne Stephanie

Subject: Weekly Mayor Update 301018

Lucy,

Thanks. please find attached with some minor amends – are you happy.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [external howard Smith](#)
Cc: [Zavitz Richard](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Adams Simon](#); [Tucker John](#); [Price Amanda](#); [Beth Grainger1](#)
Subject: RE: Weekly Mayoral note
Date: 09 October 2018 10:14:06

Thanks Sylvia

Chris (Sexton) is attending the meeting today and is well versed about IRNs.

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 08 October 2018 18:29

To: Lucy Findlay; Howard Smith

Cc: Zavitz Richard; Hughes David (Director of Strategy and Network Development); Adams Simon; Tucker John; Price Amanda; Beth Grainger1

Subject: Weekly Mayoral note

Hi all,

With thanks to Lucy, Howard and Richard, attached is the final version of the note that has just been issued to City Hall (we finally issued one on a Monday 😊)! Lucy, your explanation about the IRN table was included in the body of the text but worth prepping Simon as there may be questions about it in the meeting.

Howard, I'm sure you're already on it but they may ask about the results mentioned in the third to last bullet of your section.

As usual, next round of briefing note fun starts on Friday.

Thanks and have a great week,

Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

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From: [Lucy Findlay](#)
To: [Mannah Sylvia](#)
Cc: [external howard Smith](#)
Subject: RE: Weekly note
Date: 29 October 2018 15:53:08
Attachments: [Weekly Mayor Update 291018.docx](#)

Here you go

Lucy

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

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

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 29 October 2018 15:41
To: Lucy Findlay
Cc: Howard Smith
Subject: RE: Weekly note

Lucy,

Thanks for the note. Please find it attached with some minor amends and comments.

Thanks,

Sylvia

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

From: Lucy Findlay [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 29 October 2018 14:06
To: Mannah Sylvia
Cc: external howard Smith
Subject: RE: Weekly note

Here you go.

Lucy

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

MOVING LONDON FORWARD

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

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 29 October 2018 13:54
To: Lucy Findlay
Cc: Howard Smith
Subject: RE: Weekly note

Ok - thanks.

I spoke to Camilla Barrow last week in your absence about the IRN table because I needed clarity on one section, she said the info normally comes through towards the end of the day so once your current version is signed off, please send it over for review and the table can be inserted when it's ready. Aiming to have the note with City Hall by tomorrow morning.

Thanks,

Sylvia

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

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 29 October 2018 13:49
To: Mannah Sylvia
Cc: external howard Smith
Subject: Re: Weekly note

It's in for review over here but I haven't received irn data yet either.

Lucy Findlay
[REDACTED]

> On 29 Oct 2018, at 13:42, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

>
> Morning Lucy,
>
> Any update on your note please?
>
> Thanks,
>
> Sylvia

> -----Original Message-----

> From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
> Sent: 26 October 2018 18:40
> To: Mannah Sylvia
> Cc: external howard Smith
> Subject: Weekly note

>
> Hi Sylvia
> I guess weekly note wasn't issued this week in the end?
> Will you want input for next week's?
> Lucy

> Lucy Findlay
> [REDACTED]

> *****

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> *****

> *****

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#)
Cc: [external howard Smith](#)
Subject: RE: Weekly note
Date: 29 October 2018 15:40:46
Attachments: [Weekly Mayor Update 291018.docx](#)

Lucy,

Thanks for the note. Please find it attached with some minor amends and comments.

Thanks,

Sylvia

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

From: Lucy Findlay [[mailto: \[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]
Sent: 29 October 2018 14:06
To: Mannah Sylvia
Cc: external howard Smith
Subject: RE: Weekly note

Here you go.

Lucy

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

MOVING LONDON FORWARD

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

From: Mannah Sylvia [[mailto: \[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)]
Sent: 29 October 2018 13:54
To: Lucy Findlay
Cc: Howard Smith
Subject: RE: Weekly note

Ok - thanks.

I spoke to Camilla Barrow last week in your absence about the IRN table because I needed clarity on one section, she said the info normally comes through towards the end of the day so once your current version is signed off, please send it over for review and the table can be inserted when it's ready. Aiming to have the note with City Hall by tomorrow morning.

Thanks,

Sylvia

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

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Sent: 29 October 2018 13:49
To: Mannah Sylvia
Cc: external howard Smith
Subject: Re: Weekly note

It's in for review over here but I haven't received irn data yet either.

Lucy Findlay
[REDACTED]

> On 29 Oct 2018, at 13:42, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

>

> Morning Lucy,

>

> Any update on your note please?

>

> Thanks,

>

> Sylvia

>

> -----Original Message-----

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

> Sent: 26 October 2018 18:40

> To: Mannah Sylvia

> Cc: external howard Smith

> Subject: Weekly note

>

> Hi Sylvia

> I guess weekly note wasn't issued this week in the end?

> Will you want input for next week's?

> Lucy

>

>

> Lucy Findlay

> [REDACTED]

>

>

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From: [Brown Andy \(Corporate Affairs\)](#)
To: [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Findlay Lucy](#); [Adams Simon](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Subject: Re: Weekly note
Date: 29 September 2018 11:34:11

Thanks Howard. No comments from me on this note.

Andy

On 28 Sep 2018, at 19:25, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

Latest Draft BT Weekly, words on dynamic testing window to be completed Monday. Other comments Monday please.

Good weekend

Howard

From: Howard Smith
Sent: 21 September 2018 18:58
To: 'Mannah Sylvia'; Lucy Findlay; Brown Andy ([\[REDACTED\]@tube.tfl.gov.uk](#))
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly note
Here you go...
Howard

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 21 September 2018 16:11
To: Howard Smith; Lucy Findlay
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: RE: Weekly note
Thanks Howard.

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]
Sent: 21 September 2018 16:08
To: Mannah Sylvia; Findlay Lucy
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: RE: Weekly note
Later (but not too late!) today
H

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 21 September 2018 15:48
To: Lucy Findlay; Howard Smith
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: RE: Weekly note
Lucy and Howard,
A gentle reminder for you're the next version of the briefing please. If you can't get it to me today, then first thing on Monday please.
Thanks,
Sylvia

From: Mannah Sylvia
Sent: 20 September 2018 14:23
To: Findlay Lucy; external howard Smith
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: Weekly note
All,
Attached is the final version of the weekly note. Howard, Mike made some minor amends including amends to the BT section, but I've told his team that you've already shared it with BT so it's only City Hall who have the amended version. The BT amends are in the second bullet

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point.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

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

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From: [Howard Smith](#)
To: [Findlay Lucy](#)
Cc: [Mannah Sylvia](#); [Zavitz Richard](#)
Subject: Re: Weekly note
Date: 19 October 2018 09:56:20

I'm seeing Mike later today to brief him re wider NR later today - following hurt and angst - but possibly progress - when he last raised it with Andrew. Matt White promised me latest on station contracts this morning so I could feed in.

Howard

Sent from my iPhone

On 19 Oct 2018, at 09:41, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

I'm sorry with everything else going on I forgot to mention I'm on leave today and Monday.

[REDACTED] with texts and calls coming in!

I can have a go over the weekend but tracker not yet issued and there will be minimal changes to other sections.

Richard - do you know if NR reported to sponsors/DfT this week on costs. Mike mentioned he's seeing Andrew Haines on Monday - Sylvia you could pick this up if Crossrail issues are discussed.

Lucy

Lucy Findlay
[REDACTED]

On 19 Oct 2018, at 09:31, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Morning Howard and Lucy,

Just a gentle reminder to send me your update for the next edition of the note by COP today.

Thanks,

Sylvia

From: Mannah Sylvia

Sent: 16 October 2018 17:43

To: external howard Smith; Findlay Lucy

Cc: Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Tucker John; Price Amanda; Beth Grainger1

Subject: Weekly note

Hi all,

With huge thanks to Howard and Lucy, attached is this week's final note which I've just issued to City Hall.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: RE: Weekly note
Date: 29 October 2018 10:39:36

Ta

She sent him and Mark her weekly update on the TU's but that's on live disputes.
[Has she not sent what you guys were waiting for?](#)

From: Doyne Stephanie
Sent: 29 October 2018 10:35
To: Mannah Sylvia
Subject: RE: Weekly note
Here you go 😊

Also has Mark received the note from Jean yet on the TU stuff?

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 29 October 2018 10:30
To: Doyne Stephanie
Subject: RE: Weekly note
[Yes please](#)

From: Doyne Stephanie
Sent: 29 October 2018 10:21
To: Mannah Sylvia
Subject: RE: Weekly note

We didn't have a final version as we didn't end up sending a note across. Do you want the last version we edited?

Kind regards

Stephanie

From: Mannah Sylvia
Sent: 29 October 2018 09:57
To: Doyne Stephanie
Subject: Weekly note

Morning,

Can you please send me the final version of the note you had.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)
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From: [Mannah Sylvia](#)
To: [Zavitz Richard](#)
Subject: RE: Weekly note
Date: 29 October 2018 09:56:04

It only got signed off on Friday so wasn't issued, I'll get a copy and send it to you. Lucy should be working on this week's one so I'll keep you updated.

From: Zavitz Richard
Sent: 29 October 2018 09:52
To: Mannah Sylvia
Subject: RE: Weekly note

Hi Sylvia,

Was there a weekly note last week? If so – can you forward it on?

Also if there is one is the works for this week – happy to take a read through.

Thank you

Richard

From: Mannah Sylvia
Sent: 16 October 2018 17:43
To: external howard Smith; Findlay Lucy
Cc: Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Tucker John; Price Amanda; Beth Grainger1
Subject: Weekly note

Hi all,

With huge thanks to Howard and Lucy, attached is this week's final note which I've just issued to City Hall.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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

www.tfl.gov.uk

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From: [Howard Smith](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Adams Simon](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)
Subject: RE: Weekly note
Date: 01 October 2018 17:35:35
Attachments: [Mayor-BT Chairmans Weekly 011018 Final.docx](#)

Final version of RS weekly.

Includes higher MTIN figure than Friday (now P6 all agreed), and reference to positive results from transition testing over the weekend.

Kind regards

Howard

From: Howard Smith
Sent: 28 September 2018 19:25
To: 'Mannah Sylvia'; Lucy Findlay; Brown Andy ([REDACTED]@tube.tfl.gov.uk)
Cc: 'Adams Simon'; 'Zavitz Richard'; Phil Clarke (TfL)
Subject: RE: Weekly note
Latest Draft BT Weekly, words on dynamic testing window to be completed Monday. Other comments Monday please.
Good weekend
Howard

From: Howard Smith
Sent: 21 September 2018 18:58
To: 'Mannah Sylvia'; Lucy Findlay; Brown Andy ([REDACTED]@tube.tfl.gov.uk)
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly note
Here you go...
Howard

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 21 September 2018 16:11
To: Howard Smith; Lucy Findlay
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: RE: Weekly note
Thanks Howard.

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 21 September 2018 16:08
To: Mannah Sylvia; Findlay Lucy
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: RE: Weekly note
Later (but not too late!) today
H

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
Sent: 21 September 2018 15:48
To: Lucy Findlay; Howard Smith
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: RE: Weekly note
Lucy and Howard,
A gentle reminder for you're the next version of the briefing please. If you can't get it to me today, then first thing on Monday please.
Thanks,
Sylvia

From: Mannah Sylvia
Sent: 20 September 2018 14:23
To: Findlay Lucy; external howard Smith
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: Weekly note

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

All,

Attached is the final version of the weekly note. Howard, Mike made some minor amends including amends to the BT section, but I've told his team that you've already shared it with BT so it's only City Hall who have the amended version. The BT amends are in the second bullet point.

Thanks,

Sylvia

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

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

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Cc: [Adams Simon](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)
Subject: RE: Weekly note
Date: 01 October 2018 17:35:34
Attachments: [Mayor-BT Chairmans Weekly 011018 Final.docx](#)

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Thanks,

Sylvia

Sylvia Mannah

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To: [Mannah Sylvia](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#)
Cc: [Adams Simon](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)
Subject: RE: Weekly note
Date: 28 September 2018 19:25:43
Attachments: [Mayor-BT Chairmans Weekly 011018.docx](#)

Latest Draft BT Weekly, words on dynamic testing window to be completed Monday. Other comments Monday please.
Good weekend
Howard

From: Howard Smith
Sent: 21 September 2018 18:58
To: 'Mannah Sylvia'; Lucy Findlay; Brown Andy ([REDACTED]@tube.tfl.gov.uk)
Cc: Adams Simon; Zavitz Richard
Subject: RE: Weekly note
Here you go...
Howard

From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
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To: Howard Smith; Lucy Findlay
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: RE: Weekly note
Thanks Howard.

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]
Sent: 21 September 2018 16:08
To: Mannah Sylvia; Findlay Lucy
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: RE: Weekly note
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From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]
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Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: RE: Weekly note
Lucy and Howard,
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Thanks,
Sylvia

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Sent: 20 September 2018 14:23
To: Findlay Lucy; external howard Smith
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John
Subject: Weekly note
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Thanks,
Sylvia
Sylvia Mannah

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#)
Cc: [external howard Smith](#)
Subject: Re: Weekly note
Date: 26 October 2018 19:08:04

Hi Lucy,

Yes the note wasn't issued this week - sorry and yes will need input for next week as there's a meeting on Wednesday. I'll send you the final version that went to Mike's office in a separate email. Sorry again and thanks for pulling it together despite being on leave.

Have a good weekend.

Sylvia

Sent from my iPhone

On 26 Oct 2018, at 18:39, Lucy Findlay <[\[REDACTED\]](#)> [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)> wrote:

Hi Sylvia

I guess weekly note wasn't issued this week in the end?

Will you want input for next week's?

Lucy

Lucy Findlay
[\[REDACTED\]](#)

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

From: [Lucy Findlay](#)
To: [Mannah Sylvia](#)
Cc: [external.howard.Smith](#)
Subject: RE: Weekly note
Date: 23 October 2018 08:58:05
Attachments: [Weekly Mayor Update 231018.docx](#)

Here you go Sylvia.

You may want to add more content about the TfL Board meeting happening tomorrow?

Lucy

Lucy Findlay | Chief of Staff

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

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

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From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]

Sent: 19 October 2018 09:48

To: Mannah Sylvia; Lucy Findlay

Cc: Howard Smith

Subject: RE: Weekly note

Regarding NR, there was a regular progress update meeting held yesterday attended by the JST, but NR Finance are still working to arrange funding. They are working to provide a solution for the NR/DfT Portfolio Board in November, but I understand that confirmation will be needed before that in order to let Package 3 stations by the end of the month as planned.

Richard

From: Mannah Sylvia

Sent: 19 October 2018 09:43

To: Findlay Lucy

Cc: external.howard.Smith; Zavitz Richard

Subject: RE: Weekly note

Thanks Lucy and yes, I'll pick up with Mike's office following the Haines meeting. In your absence, should I ask Chris Sexton to pull the note together? You shouldn't have to work on your holiday 😊

Sylvia

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

Sent: 19 October 2018 09:41

To: Mannah Sylvia

Cc: external.howard.Smith; Zavitz Richard

Subject: Re: Weekly note

I'm sorry with everything else going on I forgot to mention I'm on leave today and Monday. [REDACTED]

[REDACTED] with texts and calls coming in!

I can have a go over the weekend but tracker not yet issued and there will be minimal changes to other sections.

Richard - do you know if NR reported to sponsors/DfT this week on costs. Mike mentioned he's seeing Andrew Haines on Monday - Sylvia you could pick this up if Crossrail issues are discussed.

Lucy

Lucy Findlay
[REDACTED]

On 19 Oct 2018, at 09:31, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Morning Howard and Lucy,

Just a gentle reminder to send me your update for the next edition of the note by COP today.

Thanks,

Sylvia

From: Mannah Sylvia

Sent: 16 October 2018 17:43

To: external.howard.Smith; Findlay Lucy

Cc: Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Tucker John; Price Amanda; Beth Grainger1

Subject: Weekly note

Hi all,

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

With huge thanks to Howard and Lucy, attached is this week's final note which I've just issued to City Hall.

Thanks,

Sylvia

Sylvia Mannah

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

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#)
Cc: [external.howard.Smith](#)
Subject: RE: Weekly note
Date: 19 October 2018 09:47:56

Regarding NR, there was a regular progress update meeting held yesterday attended by the JST, but NR Finance are still working to arrange funding. They are working to provide a solution for the NR/DfT Portfolio Board in November, but I understand that confirmation will be needed before that in order to let Package 3 stations by the end of the month as planned.

Richard

From: Mannah Sylvia
Sent: 19 October 2018 09:43
To: Findlay Lucy
Cc: external.howard.Smith; Zavitz Richard
Subject: RE: Weekly note

Thanks Lucy and yes, I'll pick up with Mike's office following the Haines meeting. In your absence, should I ask Chris Sexton to pull the note together? You shouldn't have to work on your holiday ☺
Sylvia

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 19 October 2018 09:41
To: Mannah Sylvia
Cc: external.howard.Smith; Zavitz Richard
Subject: Re: Weekly note

I'm sorry with everything else going on I forgot to mention I'm on leave today and Monday. [REDACTED]

[REDACTED] with texts and calls coming in!

I can have a go over the weekend but tracker not yet issued and there will be minimal changes to other sections.

Richard - do you know if NR reported to sponsors/DfT this week on costs. Mike mentioned he's seeing Andrew Haines on Monday - Sylvia you could pick this up if Crossrail issues are discussed.

Lucy

Lucy Findlay
[REDACTED]

On 19 Oct 2018, at 09:31, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

Morning Howard and Lucy,
Just a gentle reminder to send me your update for the next edition of the note by COP today.
Thanks,
Sylvia

From: Mannah Sylvia
Sent: 16 October 2018 17:43
To: external.howard.Smith; Findlay Lucy
Cc: Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Tucker John; Price Amanda; Beth Grainger1
Subject: Weekly note

Hi all,

With huge thanks to Howard and Lucy, attached is this week's final note which I've just issued to City Hall.

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Senior Adviser to the Managing Director, London Underground
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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Zavitz Richard](#)
Subject: RE: Weekly note
Date: 03 October 2018 17:55:53

Thank you both very much. I'll run this past Mark and let you know of any further comments.

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

Sent: 03 October 2018 17:39

To: Mannah Sylvia; Zavitz Richard

Subject: RE: Weekly note

Do you want to try Mark with this?

Lucy

Lucy Findlay | Chief of Staff

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

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

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

Sent: 03 October 2018 16:42

To: Lucy Findlay; Zavitz Richard

Subject: RE: Weekly note

Please find it attached. Ideally we'd issue it tonight to give everyone a chance to read it before the meeting.

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

Sent: 03 October 2018 16:05

To: Mannah Sylvia; Zavitz Richard

Subject: RE: Weekly note

Sylvia

Please can I have the full note as it stands at the moment.

Many thanks

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 03 October 2018 13:34

To: Zavitz Richard; Lucy Findlay

Subject: Weekly note

Hi Richard and Lucy,

Thank you both for collating the weekly note. Mark began to review section 2 and he said can we not include the target as well as percentage completed, I know you said it's because the data below is on a weekly basis and the target is for the period so should we not just include the periodic data so that we have the comparison of performance?

Thanks,

Sylvia

I Routeway construction:

I. I Critical programme metrics for routeway construction are tracked weekly and actively monitored by Crossrail Ltd (CRL). The focus is particularly on Installation Release Notice (IRN) and static testing progress for the key routeway commodities. The table below outlines the latest available progress and look ahead for the routeway commodities believed to be the critical path of infrastructure readiness for full Dynamic Testing.

	Fire main install	Fire main pressure test	Fire main flow test	Low voltage dist.	Pumped drainage install	Walkway install
Total IRNs [^] [LL1]	34	-	-	62	31	36
Total tests	-	34	17	-	-	-
Total complete	10	1**	0	1	4	7

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

Per cent complete	29%	3%	0%	2%	13%	19%
Remaining IRN or tests	24	33	17	61	27	29
Completed in week	0	0	0	0	0	2
2 week look ahead	6	4	0*	12	3	8
Notes: metrics as of week ending 23 September 2018 * Fire main flow tests are expected to commence the week of 8 October **Fire main pressure tests: tests carried out in the previous week need to be repeated to capture components currently being installed. ^ the Total IRNs can change as the assurance programme progresses						

Sylvia Mannah

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

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Note that the 'Total IRNS' for workstreams will constantly change as and when the Quality Assurance team decide best how to group Comm Lots (Commissioning Lots') into assurance certifications. Therefore, do not be surprised when this number goes up (commlots divided into smaller pieces to release other workstreams) or goes down (grouped together into one certification document).

From: [Lucy Findlay](#)
To: [Mannah Sylvia](#); [Zavitz Richard](#)
Subject: RE: Weekly note
Date: 03 October 2018 17:39:21
Attachments: [Weekly Mayor Update 031018v2.docx](#)

Do you want to try Mark with this?

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 03 October 2018 16:42

To: Lucy Findlay; Zavitz Richard

Subject: RE: Weekly note

Please find it attached. Ideally we'd issue it tonight to give everyone a chance to read it before the meeting.

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

Sent: 03 October 2018 16:05

To: Mannah Sylvia; Zavitz Richard

Subject: RE: Weekly note

Sylvia

Please can I have the full note as it stands at the moment.

Many thanks

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

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

Sent: 03 October 2018 13:34

To: Zavitz Richard; Lucy Findlay

Subject: Weekly note

Hi Richard and Lucy,

Thank you both for collating the weekly note. Mark began to review section 2 and he said can we not include the target as well as percentage completed, I know you said it's because the data below is on a weekly basis and the target is for the period so should we not just include the periodic data so that we have the comparison of performance?

Thanks,

Sylvia

1 Routeway construction:

1.1 Critical programme metrics for routeway construction are tracked weekly and actively monitored by Crossrail Ltd (CRL). The focus is particularly on Installation Release Notice (IRN) and static testing progress for the key routeway commodities. The table below outlines the latest available progress and look ahead for the routeway commodities believed to be the critical path of infrastructure readiness for full Dynamic Testing.

	Fire main install	Fire main pressure test	Fire main flow test	Low voltage dist.	Pumped drainage install	Walkway install
Total IRNs [LL1] ^	34	-	-	62	31	36

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

Total tests	-	34	17	-	-	-
Total complete	10	1**	0	1	4	7
Per cent complete	29%	3%	0%	2%	13%	19%
Remaining IRN or tests	24	33	17	61	27	29
Completed in week	0	0	0	0	0	2
2 week look ahead	6	4	0*	12	3	8
Notes: metrics as of week ending 23 September 2018 * Fire main flow tests are expected to commence the week of 8 October **Fire main pressure tests: tests carried out in the previous week need to be repeated to capture components currently being installed. ^ the Total IRNs can change as the assurance programme progresses						

Sylvia Mannah

Transport for London | Senior Adviser to the Managing Director, London Underground

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

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

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Note that the 'Total IRNS' for workstreams will constantly change as and when the Quality Assurance team decide best how to group Comm Lots (Commissioning Lots) into assurance certifications. Therefore, do not be surprised when this number goes up (commlots divided into smaller pieces to release other workstreams) or goes down (grouped together into one certification document).

From: [Zavitz Richard](#)
To: [Mannah Sylvia](#); [Findlay Lucy](#)
Subject: RE: Weekly note
Date: 03 October 2018 17:26:45

Hi Sylvia, Lucy,

I have updated the table again to try and simplify.

	Fire main install	Fire main pressure test	Fire main flow test	Low voltage dist.	Pumped drainage install	Walkway install
Total IRNs ^	34	-	-	62	31	36
Total tests	-	34	17	-	-	-
Completed this week	0	0	0	0	0	2
Total complete (actual)	10	1**	0	1	4	7
Total complete (forecast)	12	0	0	1	3	10
Difference	-2	+1	-	-	+1	-3
Current 2 week look ahead	6	4	0*	12	3	8
Notes: metrics as of week ending 23 September 2018 * Fire main flow tests are expected to commence the week of 8 October **Fire main pressure tests: tests carried out in the previous week need to be repeated to capture components currently being installed. ^ the Total IRNs can change as the assurance programme progresses						

The forecast complete is taken from the readiness tracker – see attached. Although the forecast is updated each period, it does forecast weekly production to give us a target to compare progress. We are though missing the narrative on ‘so-what’ and are open to questions on why some metrics are behind the forecast. Thoughts?

Thanks

Richard

From: Mannah Sylvia
Sent: 03 October 2018 16:42
To: Findlay Lucy; Zavitz Richard
Subject: RE: Weekly note
Please find it attached. Ideally we'd issue it tonight to give everyone a chance to read it before the meeting.

From: Lucy Findlay [mailto:██████████@crossrail.co.uk]
Sent: 03 October 2018 16:05
To: Mannah Sylvia; Zavitz Richard
Subject: RE: Weekly note

Sylvia
 Please can I have the full note as it stands at the moment.

Many thanks

Lucy

Lucy Findlay | Chief of Staff

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

DD: ██████████ (Internal: Ext ████████ M: ██████████ | CS28GM01 | ██████████@crossrail.co.uk

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]
Sent: 03 October 2018 13:34
To: Zavitz Richard; Lucy Findlay
Subject: Weekly note

Hi Richard and Lucy,

Thank you both for collating the weekly note. Mark began to review section 2 and he said can we not include the target as well as percentage completed, I know you said it's because

the data below is on a weekly basis and the target is for the period so should we not just include the periodic data so that we have the comparison of performance?

Thanks,
Sylvia

I Routeway construction:

I.1 Critical programme metrics for routeway construction are tracked weekly and actively monitored by Crossrail Ltd (CRL). The focus is particularly on Installation Release Notice (IRN) and static testing progress for the key routeway commodities. The table below outlines the latest available progress and look ahead for the routeway commodities believed to be the critical path of infrastructure readiness for full Dynamic Testing.

	Fire main install	Fire main pressure test	Fire main flow test	Low voltage dist.	Pumped drainage install	Walkway install
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Total tests	-	34	17	-	-	-
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Per cent complete	29%	3%	0%	2%	13%	19%
Remaining IRN or tests	24	33	17	61	27	29
Completed in week	0	0	0	0	0	2
2 week look ahead	6	4	0*	12	3	8
Notes: metrics as of week ending 23 September 2018 * Fire main flow tests are expected to commence the week of 8 October **Fire main pressure tests: tests carried out in the previous week need to be repeated to capture components currently being installed. ^ the Total IRNs can change as the assurance programme progresses						

Sylvia Mannah

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

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [Zavitz Richard](#)
Subject: RE: Weekly note
Date: 03 October 2018 16:42:20
Attachments: [Weekly Mayor Update 031018.docx](#)

Please find it attached. Ideally we'd issue it tonight to give everyone a chance to read it before the meeting.

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]
Sent: 03 October 2018 16:05
To: Mannah Sylvia; Zavitz Richard
Subject: RE: Weekly note

Sylvia

Please can I have the full note as it stands at the moment.

Many thanks

Lucy

Lucy Findlay | Chief of Staff

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

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

MOVING LONDON FORWARD

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]
Sent: 03 October 2018 13:34
To: Zavitz Richard; Lucy Findlay
Subject: Weekly note

Hi Richard and Lucy,

Thank you both for collating the weekly note. Mark began to review section 2 and he said can we not include the target as well as percentage completed, I know you said it's because the data below is on a weekly basis and the target is for the period so should we not just include the periodic data so that we have the comparison of performance?

Thanks,

Sylvia

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Per cent complete	29%	3%	0%	2%	13%	19%
Remaining IRN or tests	24	33	17	61	27	29
Completed in week	0	0	0	0	0	2
2 week look ahead	6	4	0*	12	3	8

Notes:

metrics as of week ending 23 September 2018

* Fire main flow tests are expected to commence the week of 8 October

**Fire main pressure tests: tests carried out in the previous week need to be repeated to capture

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components currently being installed.
^ the Total IRNs can change as the assurance programme progresses

Sylvia Mannah

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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#)
Cc: [Findlay Lucy](#)
Subject: RE: Weekly note
Date: 03 October 2018 15:22:25

Hi Sylvia,

As mentioned, find below the updated table to reflect the previous week's 2-week look ahead. As the table is updated each week, can then use the actual versus look-ahead as a gauge of progress.

	Fire main install	Fire main pressure test	Fire main flow test	Low voltage dist.	Pumped drainage install	Walkway install
Total IRNs ^	34	-	-	62	31	36
Total tests	-	34	17	-	-	-
Total complete	10	1**	0	1	4	7
Per cent complete	29%	3%	0%	2%	13%	19%
Remaining IRN or tests	24	33	17	61	27	29
Previous week's 2-week look ahead	7	8	2	1	7	13
Complete in previous week	0	1	0	0	0	2
Completed this week	0	0	0	0	0	2
Current 2 week look ahead	6	4	0*	12	3	8
Notes: metrics as of week ending 23 September 2018 * Fire main flow tests are expected to commence the week of 8 October **Fire main pressure tests: tests carried out in the previous week need to be repeated to capture components currently being installed. ^ the Total IRNs can change as the assurance programme progresses						

From: Mannah Sylvia
Sent: 03 October 2018 13:34
To: Zavitz Richard; Findlay Lucy
Subject: Weekly note

Hi Richard and Lucy,

Thank you both for collating the weekly note. Mark began to review section 2 and he said can we not include the target as well as percentage completed, I know you said it's because the data below is on a weekly basis and the target is for the period so should we not just include the periodic data so that we have the comparison of performance?

Thanks,

Sylvia

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Sylvia Mannah

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From: [Zavitz Richard](#)
To: [Doyne Stephanie](#)
Cc: [Mannah Sylvia](#)
Subject: Re: Weekly Note
Date: 01 October 2018 16:46:28

I'll forward what we have...but it doesn't yet include the irn progress.

Richard

On Mon, Oct 1, 2018 at 4:35 PM +0100, "Doyne Stephanie"
<[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Hi Richard,
Do you know where we are with the weekly note?
Kind regards
Stephanie
Stephanie Doyne
Corporate Affairs Manager | Corporate Affairs
Phone: [\[REDACTED\]](#) (auto [\[REDACTED\]](#) | Mobile: [\[REDACTED\]](#)
11th floor (Y8), Palestra, 197 Blackfriars Road, London SE1 8NJ |
Email: [\[REDACTED\]@tfl.gov.uk](#)



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From: [Doyne Stephanie](#)
To: [David Bellamy](#); [Alexander Heidi](#); [Brown Mike \(Commissioner\)](#); [Wild Mark \(MD\)](#); [Kilonback Simon](#); [Wright Simon \(Crossrail\)](#); [\[REDACTED\]@btinternet.com](#); [\[REDACTED\]@fidic.org](#)
Cc: [Steer Tim](#); [Erica Walker](#); [Milne Jamie](#); ["Andrea Kechiche"](#); [Thomson Linda](#); [Branks Kirsten](#); [Tagg Ella \(ST\)](#); [Bellars Lauren](#); [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: TfL Restricted - Weekly Crossrail update
Date: 30 October 2018 16:55:21
Attachments: [image001.png](#)
[Weekly Mayor Update 301018.docx](#)

Hi all,

Please find attached this week's Crossrail note ahead of tomorrow's meeting.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

Palestra (11th Floor, 11Y8) | 197 Blackfriars Road | London SE1 8NJ

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



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From: [Zavitz Richard](#)
To: [Mannah Sylvia](#)
Subject: Updated table
Date: 03 October 2018 10:53:06
Attachments: [Table Routeway construction \)LL.docx](#)

Hi Sylvia,

Welcome back! I've attached the latest table for the weekly report. Can you share with Mark for his input when you see him today?

Let me know if he had any comments.

Thanks

Richard

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From: [Erica Walker](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)
Cc: [Steer Tim](#)
Subject: Weekly Crossrail update
Date: 08 October 2018 14:59:29

Hi both,

The next Crossrail weekly meeting is tomorrow. David was asking if we will be getting the weekly note across today, in advance of that.

Also, can you let me know who is attending tomorrow?

Many thanks

Erica

Erica Walker

Transport Manager

Greater London Authority

City Hall, The Queens Walk, London SE1 2AA

Tel: [REDACTED] Mob: [REDACTED]

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From: [Zavitz Richard](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Cc: [Mannah Sylvia](#); [Adams Simon](#)
Subject: Weekly Mayor Report (01Oct2018)
Date: 28 September 2018 17:52:08
Attachments: [Weekly Mayor Update_011018_working.docx](#)

Hi Lucy, Howard,

Find attached what I have pulled together for the weekly mayor report. Unfortunately it's more questions than answers. Most of the information on the call today was included in this week's report. We'll need an update from the dynamic testing this weekend, and consider what we can include from the updated remedial action plan.

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

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



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From: [Zavitz Richard](#)
To: [Doyne Stephanie](#)
Cc: [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)
Subject: Weekly Mayor Report (01Oct2018)
Date: 02 October 2018 07:31:32
Attachments: [Weekly Mayor Update_011018_working_v4.docx](#)

Hi Stephanie,

Find attached the note with the IRN and test progress included. Let me know your comments.

Thanks

Richard

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#); [Zavitz Richard](#)
Cc: [Hughes David \(Director of Strategy and Network Development\)](#); [Tucker John](#); [Price Amanda](#); [Adams Simon](#)
Subject: Weekly Mayor Update 031018
Date: 03 October 2018 18:52:09
Attachments: [Weekly Mayor Update 031018.docx](#)

Lucy, Howard and Richard,

Thank you all very much for putting the note together. Attached is the final version that has just been sent to City Hall. I expect this to be the base for tomorrow's discussion. Thanks again and the fun starts all over again on Friday.

Thanks and have a good evening.

Sylvia

[Sylvia Mannah](#)

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

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From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Subject: Weekly Mayor Update 031018v2
Date: 03 October 2018 18:40:57
Attachments: [Weekly Mayor Update 031018v2.docx](#)

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: Weekly Mayor Update 081018
Date: 08 October 2018 15:08:11
Attachments: [Weekly Mayor Update 081018.docx](#)

Hello,

This week's note is attached. Not much difference from the version we issued last Wednesday. Lucy is awaiting info to update the table but it may not come through in time. Challenge is that the meeting is tomorrow so we need to issue this tonight. I assume we'll take it through the same process as last week, you guys review including Andy and then Mark signs off the final version?

Thanks,

Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 151018 (2)
Date: 15 October 2018 14:54:13
Attachments: [Weekly Mayor Update 151018 \(2\).docx](#)

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

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#)
Cc: [Keane Kate](#); [Doyne Stephanie](#); [Tucker John](#)
Subject: Weekly Mayor Update 151018
Date: 16 October 2018 09:10:24
Attachments: [Weekly Mayor Update 151018.docx](#)

Hi Andy,

Please find attached the weekly note. Can you let me know if you have any comments before I give it to Mark for sign off.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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From: [Mannah Sylvia](#)
To: [Zavitz Richard](#)
Subject: Weekly Mayor Update 161018
Date: 16 October 2018 10:30:48
Attachments: [Weekly Mayor Update 161018.docx](#)

Current version of the note – awaiting sign off.

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: Weekly Mayor Update 231018
Date: 23 October 2018 09:24:52
Attachments: [Weekly Mayor Update 231018.docx](#)

Morning ☺

The lovely Lucy had pulled her update together despite being on holiday. The question about the Mike meeting will need to be answered by you/ Andy. I'm waiting for the final version of the BT note but I've included the latest version. Let me know if you have any comments asap.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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www.tfl.gov.uk

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Subject: Weekly Mayor Update 231018.docx
Date: 26 October 2018 19:12:58
Attachments: [Weekly Mayor Update 231018.docx](#)
[ATT00001.txt](#)

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#); [Keane Kate](#)
Subject: Weekly Mayor Update 231018
Date: 24 October 2018 16:53:44
Attachments: [Weekly Mayor Update 231018.docx](#)

Ladies, attached is what should hopefully be the final version from our side. I've asked them to check the wording on the safety incidents but I think it's ok.
Sylvia

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

From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 291018
Date: 29 October 2018 16:10:43
Attachments: [Weekly Mayor Update 291018 \(3\).docx](#)

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

From: [Mannah Sylvia](#)
To: [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#)
Subject: Weekly Mayor Update 291018
Date: 30 October 2018 10:31:10
Attachments: [Weekly Mayor Update 291018.docx](#)

Morning,

Attached is the latest note of the briefing. It's back with Lucy for her to check the IRN info. Can you please review it and inform me of any comments before I get Mark to approve it.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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

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From: [Mannah Sylvia](#)
To: [Zavitz Richard](#)
Subject: Weekly Mayor Update 291018
Date: 30 October 2018 10:31:41
Attachments: [Weekly Mayor Update 291018.docx](#)

Current draft for info.

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

From: [Mannah Sylvia](#)
To: [Findlay Lucy](#)
Cc: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 301018
Date: 30 October 2018 14:46:45
Attachments: [Weekly Mayor Update 301018.docx](#)

Lucy,
Thanks. please find attached with some minor amends – are you happy.
Thanks,
Sylvia

[Sylvia Mannah](#)

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From: [Mannah Sylvia](#)
To: [Doyne Stephanie](#)
Subject: Weekly Mayor Update 301018
Date: 30 October 2018 14:55:01
Attachments: [Weekly Mayor Update 301018.docx](#)

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

From: [Mannah Sylvia](#)
To: [Erica Walker](#); [Steer Tim](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#); [Doyne Stephanie](#)
Subject: Weekly Mayoral note
Date: 08 October 2018 18:24:59
Attachments: [Weekly Mayor Update 081018.docx](#)

Hi Erica and Tim,

Please find this week's Crossrail update note attached ahead of tomorrow's meeting. The IRN table isn't included this week as the data submission and reporting process is being tightened up to ensure better consistency and accuracy as well as a rebaselining which is occurring this week – apologies.

In addition to the guests that attended last week's meeting, Anne McMeel will join the meeting and I believe Nelson Ogunshakin may dial in.

Thanks,

Sylvia

[Sylvia Mannah](#)

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From: [Mannah Sylvia](#)
To: [Wild Mark \(MD\)](#)
Cc: [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#); [Doyne Stephanie](#); [Zavitz Richard](#); [Tucker John](#)
Subject: Weekly Mayoral note
Date: 03 October 2018 18:26:03
Attachments: [image001.emz](#)
[image002.png](#)
[image003.emz](#)
[image004.png](#)

Mark,

Following the discussion with Lucy, she has updated the briefing note to below and Richard has updated the table which reads much better now. Can you please let me know if you have any final comments before we issue it to City Hall tonight?

Thanks,

Sylvia

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Weekly Mayoral update on Crossrail / Elizabeth line

Date: 03 October 2018

1 Purpose

- 1.1 Weekly update to the Mayor outlining progress and challenges ahead of the launch of the Elizabeth line.
- 1.2 The Mayor is asked to NOTE this briefing.

2 Overall programme

- 2.1 The Crossrail Sponsor Board on 20 September requested that Crossrail Ltd review the time, cost and risk allowances contained within its Remedial Action Plan (submitted to Sponsors following the delay announcement) to provide greater confidence in the delivery programme and to ensure that sufficient additional funds are requested to complete the project.
- 2.2 CRL has reviewed its schedules to take into account the latest progress on site and recent contractor performance and has updated its high level delivery plan. This now includes a start of interim dynamic testing (1 shiftx5 days a week) from December and main dynamic testing (Phase 4 – 2 shiftsx5 days a week) commencing in January (previous target 22 October).
- 2.3 Dates for Tier 1 contractors being substantially demobilised at the central stations have also pushed back but still demonstrate achievability of an autumn delivery.
- 2.4 CRL is in the process of recasting its overall MOHS (the master schedule). It will be available in late October. [REDACTED] dates for critical activities and key milestones will continue to be used to drive contractor performance.

3 Routeway construction:

- 3.1 Critical programme metrics for routeway construction are tracked weekly and actively

monitored by Crossrail Ltd (CRL). The production rate of Phase 2.1 Installation Release Notes (IRNs) remains critical and is being hampered by completion of the infrastructure and a lack of resources. Overall systemwide IRNs for Period 6 show a variance of 571 against a plan of 1,533. The table below outlines the latest available progress and look ahead for the routeway commodities which are the critical path for infrastructure readiness for Phase 4 Dynamic Testing.

	Fire main install	Fire main pressure test	Fire main flow test	Low voltage dist.	Pumped drainage install	Walkway install
Total IRNs ^	34	-	-	62	31	36
Total tests	-	34	17	-	-	-
Completed this week	0	0	0	0	0	2
Total complete (actual)	10	1**	0	1	4	7
Total complete (forecast)	12	0	0	1	3	10
Difference	-2	+1	-	-	+1	-3
Current 2 week look ahead	6	4	0*	12	3	8
Notes: metrics as of week ending 23 September 2018 * Fire main flow tests are expected to commence the week of 8 October **Fire main pressure tests: tests carried out in the previous week need to be repeated to capture components currently being installed. ^ the Total IRNs can change as the assurance programme progresses						

Testing and Commissioning

3.2 Dynamic Testing window number 12 took place during the weekend of 29 to 30 September. The transition testing between TPWS and CBTC signalling systems from the central section to the Great Eastern was undertaken successfully in both directions 11 times. This represents very positive progress. In addition, Siemens identified the cause of a communications failure between the Route Control Centre and the train and have successfully applied a manual fix to the train settings. Testing was also undertaken at full line speed between Pudding Mill Lane and Stratford, outside of the tunnel area where speeds have previously been restricted to 23mph.

3.3 As reported last week, an independently-chaired review of readiness to enter into a schedule of 5 day testing / 2 day construction has concluded this will not commence on 22 October (as previously planned). The CRL leadership team has been reviewing the outcome of the review and it will be reflected in the revised MOHS. Note that the recent independent schedule review concluded Autumn 2019 opening was compatible with starting 5/2 dynamic testing in January 2019, although the later that 5/2 dynamic testing starts the greater the risk to opening.

Systems integration

3.4 CRL has appointed a systems integration specialist who has started to review the current status of systems integration activity. The review is due within a month and will include recommendations relating to revised structure, process, governance and accountabilities. It is likely that a substantial systems integration authority will be embedded within the existing Crossrail management structure. The results of this review

will be used to form the structure and personnel requirements for this new team.

4 Train production and testing

4.1 A detailed update on progress with Bombardier is provided in Appendix A.

5 Stations

5.1 Overall station completion is measured periodically/every four weeks and will be next updated following the CRL Board next week.

5.2 The new MOHS will be finalised later in October and will include revised staged completion and handover dates for the stations.

6 Network Rail works for each stage

Stage 5:

6.1 The review of available options in regards to the expected [REDACTED] for the western station enhancement works has continued. The need and options for [REDACTED] were discussed at the DfT portfolio board on 13 September and will now be raised at NR's Executive committee on 2 October.

6.2 NR will commence enabling work at Ealing Broadway, West Ealing, Southall and Acton Main Line this month, and continue to plan to maximise use of the important Christmas works period.

6.3 Local authorities are likely to challenge vigorously any reductions in scope. This will add to schedule pressure which will have already been extended by the potential need to reprice the works. NR is publically committed to delivering these station upgrades by December 2019.

7 Approvals for each stage

7.1 The overall approvals for each stage will be updated when the detailed delivery schedule is finalised by the end of October.

8 Appendix

8.1 Appendix A: Joint TfL and Bombardier Weekly Report

Appendix A: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 1 Oct 2018

Note No: 27

Key Activities and Issues

- 54 trains have been completed in Derby by Bombardier. TfL has [REDACTED] pending delivery of further validated software to allow greater use of the units on Network Rail infrastructure, and further reliability improvement of the existing fleet. The actions being taken are summarised below including the introduction of 9 Car units into passenger service on Networks Rail's infrastructure, planned for November. The intention is to re-start train delivery so that the remaining fleet can be accepted by summer 2019 with deliveries at a steady and sustainable rate.
- Old Oak Common Depot is in full operation.
- Four 7-Car trains continue to be used on TfL Rail services between Paddington and Hayes & Harlington based at Old Oak Common. Ten 7-Car trains are available for passenger service

on the Liverpool Street to Shenfield line.

- Bombardier’s reliability growth plan based on the mean distance between service affecting failures (MDSAF, a standard industry measure based on any delay over 3 minutes caused by a train fault). The target has been reduced to 7800 miles by 10 November (previously 13000 miles). This is supported by an updated programme of modifications, progress with which is tracked weekly. MDSAF in the last full four weeks (Period 6) was 6516 miles, up from 3060 miles in the previous Period. Although reliability is not growing as fast as previously planned, which is not good, the impact of any incidents is being reduced by better response and in Period 6 TfL Rail service performance was the best of any operator nationwide.
- The latest Siemens signalling software for the Central Section has been tested at Melton Test Track with the latest R7.2.2.5 train-software. Tests were completed on 26 September and of the 29 formal tests to be undertaken, 12 passed, 10 failed and 7 are under analysis (the test may have been ‘passed’ but with a subsequent or related fault occurring which requires investigation). A productive review session with Siemens, CRL and RfL was held at Melton 27 September and the necessary fixes are being analysed and programmed into further releases by Bombardier (next release planned to be available for testing from 16 November) and Siemens (date to be confirmed this week).
- BT continues to undertake work to validate the software which can be used for running in traffic hours on Network Rail. This will allow the 9-Car units to substantially increase the mileage operated and will help build reliability prior to use in the Central Section tunnels. The target for making submissions to the necessary safety bodies remains 5 November.
- The last Test Window took place 28/29 September and included further testing of the transition between the CBTC signalling and national rail (TPWS) signalling at Stratford, at the eastern end of the central tunnels as well as running in the tunnels themselves. The transition testing was much more successful than previously with 11 ‘clean’ passes out of 19 transitions attempted, 2 fails and the others being analysed. This represents good progress. In addition, for the first time, on train software was upgraded to allow condition monitoring data from the train to be sent to Route Control Centre via the signalling radio system.
- In addition to the daily and weekly meetings between Bombardier, Siemens, Crossrail and TfL a plan is now being implemented to further strengthen the Crossrail project’s capability and resource to manage system integration.
- Development of Release 7.3 on-train software continues. This will be used for Heathrow services utilising the European ‘ETCS’ signalling system. Bombardier has submitted a programme which delivers the R7.3 train software configuration tested and validated for passenger service for by 6 February 2019. BT are actively exploring the potential to start driver training in advance of this date and how any additional, specific, safety case requirements can be met to allow this to happen.
- With a large amount of testing and a number of software releases, updates and derogations all requiring approval, software quality and assurance is the continuing focus.

Key Programme Milestones

	P80 Programme (V3_5_1)	Current Forecast
Stage 2	11th Jan	
Approval for driver training on Great Western routes excluding European Train Control System	27 Feb	Completed
Commence build of TCMS release 7.3 (the Stage 2 passenger service software)	26 June	Commenced 30 July
Independent Safety Assessment body (‘ISA’) approval for European Train Control System MR3 software necessary for Stage 2	6 Aug	Under review
Independent Safety Assessment body (‘ISA’) approval for TCMS	18 Sept	Under

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release 7.3		review
Approval for European Train Control System driver training on Great Western	24 Aug	Under review
Approvals for European Train Control System Passenger Service	28 Sept	6 Feb 19 Under review
Stage 3		
Completion of Transition testing at Melton ready for Central Operating Section Dynamic Testing	29 Jan	Completed
Commence build of TCMS release 7.2 (the Stage 3 passenger service software)	24 April	Completed
Independent Safety Assessment body ('ISA') approval for European Train Control System MR2 software necessary for Stage 3	22 May	Completed
Approval of CBTC signalling for Central Operating Section Trial Operations	22 Jun	Completed
Availability of 22 trains for Trial Running in the Central Operating Section	13 Aug	Unit Acceptance Paused
Approval of Class 345 for Stage 3 Passenger Service	10 Oct	Under Review
Start of Stage 3 Passenger Service	9 Dec	Autumn 2019
Old Oak Common Depot		
Section A Brought into Use	1 Mar	Completed
Section B1 Brought into Use	11 Apr	Completed
Section C Brought into Use	30 May	Completed

Sylvia Mannah

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From: [Mannah Sylvia](#)
To: [Findlay Lucy](#); [external howard Smith](#)
Cc: [Zavitz Richard](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Adams Simon](#); [Tucker John](#); [Price Amanda](#); ["Beth Grainger1"](#)
Subject: Weekly Mayoral note
Date: 08 October 2018 18:28:47
Attachments: [Weekly Mayor Update 081018.docx](#)

Hi all,

With thanks to Lucy, Howard and Richard, attached is the final version of the note that has just been issued to City Hall (we finally issued one on a Monday 😊)!

Lucy, your explanation about the IRN table was included in the body of the text but worth prepping Simon as there may be questions about it in the meeting.

Howard, I'm sure you're already on it but they may ask about the results mentioned in the third to last bullet of your section.

As usual, next round of briefing note fun starts on Friday.

Thanks and have a great week,

Sylvia

[Sylvia Mannah](#)

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Cc: [Zavitz Richard](#); [Adams Simon](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Tucker John](#); [Price Amanda](#)
Bcc: [Morley Vicky](#); [Gasson Sarah](#); [Prior Lois](#)
Subject: Weekly note
Date: 31 October 2018 09:19:13
Attachments: [Weekly Mavor Update 301018.docx](#)

With thanks to Howard and Lucy,
Attached is the weekly note which was issued to City Hall last night.

Thanks,

Sylvia

[Sylvia Mannah](#)

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Cc: [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [Adams Simon](#); [Tucker John](#); [Price Amanda](#); [Beth Grainger1](#)
Subject: Weekly note
Date: 16 October 2018 17:42:31
Attachments: [Weekly Mayor Update 161018.docx](#)

Hi all,

With huge thanks to Howard and Lucy, attached is this week's final note which I've just issued to City Hall.

Thanks,

Sylvia

[Sylvia Mannah](#)

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