

**From:** [Zavitz Richard](#)  
**To:** [Doyne Stephanie](#)  
**Cc:** [Mannah Sylvia](#); [Adams Simon](#); [external howard Smith](#)  
**Subject:** [for review] Weekly Mayor Note  
**Date:** 17 August 2018 15:21:39  
**Attachments:** [Weekly Mayor Update 21August2018 \(for review\).docx](#)

---

Hi Stephanie,

Please find attached the draft of the weekly mayor update. Howard will send you directly his weekly note later today.

Please send through any comments on Monday and I will pick them up with the Crossrail team.

Just a reminder that Howard will pick up any comments on his report Tuesday morning when he's back in the office.

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)



**From:** [Zavitz Richard](#)  
**To:** ["Harry Roberts"](#); [Wallace Andrew \(London Rail\)](#)  
**Subject:** [for review] Weekly Mayor Note  
**Date:** 17 August 2018 15:23:17  
**Attachments:** [Weekly Mayor Update 21August2018 \(for review\).docx](#)

---

Hi Harry, Andy,

Please find attached the draft of the weekly mayor update. Please provide any comments by noon on Monday.

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)



**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#)  
**Cc:** [Wild Mark \(CEO Crossrail\)](#); [Clarke Phil \(ELLP\)](#); [O'Brien Jackie](#)  
**Subject:** BT Chairman's Report  
**Date:** 06 August 2018 16:12:53  
**Attachments:** [Mayors-Chairmans Weekly 060818 FINAL.docx](#)

---

Final version, incorporates your points, ref from BT to programme review (para 7) and shows Stage 3 public opening as 9 Dec.

Andy, Jackie, this is effectively the briefing for tomorrow's BT Chairman's – Commissioner's call.  
Howard

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

**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** Clean version  
**Date:** 28 August 2018 19:17:34  
**Attachments:** [Weekly Mayor Update 280818 kkab.docx](#)

---

Hi Sylvia,

As mentioned attached is a clean version for distribution.

Richard



**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** Crossrail Weekly Mayor Note  
**Date:** 28 August 2018 11:50:46  
**Attachments:** [Weekly Mayor Update 280818\\_DRAFT\\_v1.docx](#)

---

Hi Sylvia, Andy,

Find attached the draft weekly note. Chris Sexton was in touch to say that he's not able to provide an update from the testing carried out over the weekend until later this evening. I am also chasing Phil Clark for the BT note that was expected on Friday.

If you provide your comments today I can relay back to Chris so he updates the note all at once.

Or if you would prefer to send the note today once we have the BT update let me know.

Thanks

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)



**From:** [Mannah Sylvia](#)  
**To:** [Zavitz Richard](#)  
**Subject:** FW: Mayor's Chairman's Weekly  
**Date:** 28 August 2018 15:13:25  
**Attachments:** [BT Mayor's Chairman's Weekly - DRAFT2.docx](#)

---

**From:** Clarke Phil (ELLP)  
**Sent:** 28 August 2018 13:57  
**To:** Brown Andy (Corporate Affairs); Mannah Sylvia  
**Cc:** Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** RE: Mayor's Chairman's Weekly

Andy,

Reworked paras as marked.

Awaiting BT to come back to me on the first bullet, last sentence- they want projected train acceptance programme mentioned, and if so I want the emphasis right that delivering the initiatives referred will put the certainty back into that.

Regards

Phil

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 28 August 2018 09:20  
**To:** Mannah Sylvia; Clarke Phil (ELLP)  
**Cc:** Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** RE: Mayor's Chairman's Weekly

Thanks very much for this Phil

I would suggest a small tweak to the penultimate bullet point, tracked in the attached. The aim is to simplify the sentence a bit and also avoid dangling a November 2018 carrot too temptingly!

Andy

[REDACTED]

---

**From:** Mannah Sylvia  
**Sent:** 24 August 2018 17:57  
**To:** Clarke Phil (ELLP)  
**Cc:** Brown Andy (Corporate Affairs); Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** Re: Mayor's Chairman's Weekly

Thanks Phil. I'll review and provide any comment first thing on Tuesday.

Have a good weekend.

Sylvia

Sent from my iPhone

On 24 Aug 2018, at 17:48, Clarke Phil (ELLP) <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

On behalf of Howard, this week's draft, for comment please  
Kind regards  
Phil

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

**From:** [Esther English](#)  
**To:** [Zavitz Richard](#)  
**Cc:** [Richard Palczynski](#); [Chris Sexton \(Crossrail\)](#); [Findlay Lucy](#); [Little Rob](#)  
**Subject:** FW: Request for information: weekly mayor report  
**Date:** 23 August 2018 17:36:55

---

Dear Richard,

Please find below the updated metrics for this week.

Updated metrics:

- Cabling: 96 per cent complete (vs forecast 97 per cent complete)
- Tunnel Walkways: 88 per cent complete (vs forecast 86 per cent complete)
- Firemain: 89 per cent complete (vs forecast 89 per cent complete)
- Drainage: 89 per cent complete (vs forecast 92 per cent complete)
- Permanent tunnel ventilation: 96 per cent complete (vs forecast 97 per cent complete)
- Lighting: 34 per cent complete (vs forecast 38 per cent complete)

IRNs – actual completion is at 45 per cent (vs plan 79 per cent). Please note the calculation is under review

Station Completion %:

|                      | Actual (%) | Forecast (%) |
|----------------------|------------|--------------|
| Paddington           | 93.9       | 93.9         |
| Bond Street          | 91.9       | 94.3         |
| Tottenham Court Road | 94.8       | 98.0         |
| Farringdon           | 98.0       | 98.6         |
| Liverpool Street     | 92.4       | 93.7         |
| Whitechapel          | 93.5       | 98.2         |
| Woolwich             | 95.5       | 98.0         |

Regulatory Approvals : Periodic update to dates – No change at this time

Kind regards,

Esther

---

From: Esther English  
Sent: 16 August 2018 16:39  
To: 'Zavitz Richard'; Richard Palczynski  
Cc: Rob Little; Chris Sexton; Lucy Findlay  
Subject: RE: Request for information: weekly mayor report

Dear Richard,

Please find below the updated information with regards to the metrics. The sections on IRNs, Station completion and staged completion for Approvals, are updated periodically and so will be revised next week.

Updated metrics:

- Cabling: 95 per cent complete (vs forecast 97 per cent complete)
- Tunnel Walkways: 87 per cent complete (vs forecast 85 per cent complete)
- Firemain: 89 per cent complete (vs forecast 89 per cent complete)
- Drainage: 89 per cent complete (vs forecast 91 per cent complete)
- Permanent tunnel ventilation: 96 per cent complete (vs forecast 96 per cent complete)
- Lighting: 31 per cent complete (vs forecast 29 per cent complete)

As requested, the contact for Monday will be Rob Little who is copied in.

Kind regards,

Esther

Esther English | Controls Transition and Reporting Manager  
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ  
[REDACTED] (Ext [REDACTED] | CS28/B1/12 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)  
[www.crossrail.co.uk](http://www.crossrail.co.uk)

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From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]  
Sent: 16 August 2018 10:43  
To: Richard Palczynski  
Cc: Rob Little; Esther English  
Subject: RE: Request for information: weekly mayor report

Hi Richard,

The latest note we pull together each week is attached. Lucy typically updates the note directly with tracked changes. You could either do that or provide the data directly to me and I can update the note.

Thanks  
Richard

---

From: Richard Palczynski [mailto:[REDACTED]@crossrail.co.uk]

Sent: 16 August 2018 10:29

To: Zavitz Richard

Cc: Rob Little; Esther English

Subject: FW: Request for information: weekly mayor report

Richard,

Please can you send us the last update that Lucy issued to you. We need to see what format Lucy send you stuff.

Regards,

Rich

Richard Palczynski | Programme Controls Director

Crossrail | [25 Canada Square, Canary Wharf, London, E14 5LQ](#)

T [REDACTED] (Ext [REDACTED]) | M [REDACTED] | CS28/BM/04 | [REDACTED]@crossrail.co.uk  
[www.crossrail.co.uk](http://www.crossrail.co.uk)

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---

From: Chris Sexton

Sent: 14 August 2018 16:17

To: Richard Palczynski; Esther English; Rob Little

Subject: RE: Request for information: weekly mayor report

Thanks everyone. Please send to Richard Zavitz direct, copy to me.

Thanks again

Chris

Chris Sexton | Technical Director

Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)

[REDACTED] | [REDACTED] |

Office location: 28 GM 05

---

From: Richard Palczynski

Sent: 14 August 2018 15:26

To: Esther English; Rob Little

Cc: Chris Sexton

Subject: RE: Request for information: weekly mayor report

Esther, Rob,

Please can you, by COB Thursday, provide the information requested in GREEN

Regards,

Rich

Richard Palczynski | Programme Controls Director

Crossrail | [25 Canada Square, Canary Wharf, London, E14 5LQ](#)

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[www.crossrail.co.uk](http://www.crossrail.co.uk)

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

Sent: 13 August 2018 16:54

To: Chris Sexton

Cc: Adams Simon; Mannah Sylvia

Subject: Re: Request for information: weekly mayor report

Hi Chris,

Thank you for your help with this. We aim to draft the note by Friday midday and submit to the commissioner's office for review over the weekend. We then respond to comments on Monday for submission to the Mayor by the end of the day.

It would be great if you could provide the factual info by close of play Thursday and then any further notes

as per the list below soon after the Friday sponsor call. It would be a help if you could be available on Monday to respond to any questions.

Lucy provided the info for today's note before she left so we can start this Thursday.

Let me know if you have any questions

Thanks again

Richard

---

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

Sent: 13 August 2018 13:13

To: Caren Romer-Ormiston

Cc: Adams Simon; Mannah Sylvia

Subject: Request for information: weekly mayor report

Hi Caren,

In Lucy's absence, I'm hoping you'll be able to help us identify how we can get the information we need for the weekly note to the mayor. Lucy was going to make arrangements, though didn't confirm before she went on annual leave.

I have outlined in the table below what information is included in the weekly update. We can update most of the note based on the information shared in the weekly sponsor call on Friday morning, though would benefit from some information being sent directly to us, including:

- factual information (highlighted below in green);
- descriptions of key activities or highlights CRL want to share with the Mayor; and,
- descriptions of any of CRL's actions to monitor progress, engage contractors, or implement mitigations as relevant

In addition, Mike Brown's office typically has follow-up questions on Monday regarding the information shared. It would be helpful to identify someone within CRL who we can contact on Monday to seek clarifications as needed. We aim to get the note to the Mayor on Monday end of day.

| Report Headings                       | Request for information  |
|---------------------------------------|--|
| High-level items                      | <ul style="list-style-type: none"><li>• Key activities in past week or highlights worth sharing with Mayor</li></ul>   |
| Routeway construction                 | <ul style="list-style-type: none"><li>• Update on progress in past week</li><li>• Progress metrics, including: Cabling; Tunnel Walkways; Firemain; Drainage; Permanent tunnel ventilation; Lighting</li><li>• Progress of: Interim Release Notes (IRN)</li></ul> |
| Signalling implementation and testing | <ul style="list-style-type: none"><li>• Update on progress in past week</li><li>• Description of any mitigations identified following testing</li></ul>  |
| Train production and testing          | <ul style="list-style-type: none"><li>• Covered by Howard's weekly note</li></ul>  |
| Stations                              | <ul style="list-style-type: none"><li>• Update on progress in past week</li><li>• Actual station completion (%)</li></ul>  |
| Network Rail Works for each stage     | <ul style="list-style-type: none"><li>• Update on progress in past week</li></ul>  |
| Approvals for each stage              | <ul style="list-style-type: none"><li>• Update to approach in past week</li><li>• Periodic update to dates</li></ul>   |

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:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** FW: Weekly Mayor Update 060818v3  
**Date:** 07 August 2018 13:57:35  
**Attachments:** [Weekly Mayor Update 060818v3 AB.docx](#)

---

Hi Sylvia

A few further changes from me tracked on the attached. Please can I check these are OK?  
I will run this version (clean) past Mike when I see him at around 3.30pm, unless I hear otherwise.

Andy

 | 

---

**From:** Doyne Stephanie  
**Sent:** 07 August 2018 13:29  
**To:** Brown Andy (Corporate Affairs)  
**Subject:** Weekly Mayor Update 060818v3  
As final as its going to get!

**From:** [Keane Kate](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** FW: Weekly Mayor Update 280818  
**Date:** 28 August 2018 17:00:00  
**Attachments:** [Weekly Mayor Update 280818.docx](#)

---

Andy

See attached some minor tracked changes. Grateful if you could have a look at the attached and let me know of any comments/amends that I can feed back to Sylvia on this.

Thanks

Kate

**Kate Keane**

Business Development and Governance Manager | Corporate Affairs

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

---

**From:** Mannah Sylvia

**Sent:** 28 August 2018 16:37

**To:** Keane Kate; Brown Andy (Corporate Affairs)

**Subject:** Weekly Mayor Update 280818

Kate and Andy,

Attached is this week's briefing on the Elizabeth line. As always, if you have any questions, then do let me know.

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



**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** Fwd: Request for information: weekly mayor report  
**Date:** 23 August 2018 18:18:59

---

Hi Sylvia,

Find below the factual data to start the mayors note. I'm happy to start the drafting this week following the sponsor call and I'll send to you the draft in the morning for your review.

I'll be in touch.

Richard

---

From: Esther English  
Sent: Thursday, August 23, 2018 5:36 pm  
To: Zavitz Richard  
Cc: Richard Palczynski; Chris Sexton (Crossrail); Findlay Lucy; Rob Little  
Subject: FW: Request for information: weekly mayor report

Dear Richard,

Please find below the updated metrics for this week.

Updated metrics:

- Cabling: 96 per cent complete (vs forecast 97 per cent complete)
- Tunnel Walkways: 88 per cent complete (vs forecast 86 per cent complete)
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IRNs – actual completion is at 45 per cent (vs plan 79 per cent). Please note the calculation is under review

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| LiverpoolStreet    | 92.4      | 93.7        |
| Whitechapel        | 93.5      | 98.2        |
| Woolwich           | 95.5      | 98.0        |

Regulatory Approvals : Periodic update to dates – No change at this time

Kind regards,

Esther

---

From: Esther English  
Sent: 16 August 2018 16:39  
To: 'Zavitz Richard'; Richard Palczynski  
Cc: Rob Little; Chris Sexton; Lucy Findlay  
Subject: RE: Request for information: weekly mayor report

Dear Richard,

Please find below the updated information with regards to the metrics. The sections on IRNs, Station completion and staged completion for Approvals, are updated periodically and so will be revised next week.

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- Lighting: 31 per cent complete (vs forecast 29 per cent complete)

As requested, the contact for Monday will be Rob Little who is copied in.

Kind regards,

Esther

Esther English | Controls Transition and Reporting Manager

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

[REDACTED] (Ext [REDACTED] | CS28/B1/12 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)

[www.crossrail.co.uk](http://www.crossrail.co.uk)

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---

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

Sent: 16 August 2018 10:43

To: Richard Palczynski

Cc: Rob Little; Esther English

Subject: RE: Request for information: weekly mayor report

Hi Richard,

The latest note we pull together each week is attached. Lucy typically updates the note directly with tracked changes. You could either do that or provide the data directly to me and I can update the note.

Thanks

Richard

---

From: Richard Palczynski [mailto:[REDACTED]@crossrail.co.uk]

Sent: 16 August 2018 10:29

To: Zavitz Richard

Cc: Rob Little; Esther English

Subject: FW: Request for information: weekly mayor report

Richard,

Please can you send us the last update that Lucy issued to you. We need to see what format Lucy send you stuff.

Regards,

Rich

Richard Palczynski | Programme Controls Director

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

T [REDACTED] (Ext [REDACTED] | M [REDACTED] | CS28/BM/04 | [REDACTED] [crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)

[www.crossrail.co.uk](http://www.crossrail.co.uk)

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From: Chris Sexton

Sent: 14 August 2018 16:17

To: Richard Palczynski; Esther English; Rob Little

Subject: RE: Request for information: weekly mayor report

Thanks everyone. Please send to Richard Zavitz direct, copy to me.

Thanks again

Chris

Chris Sexton | Technical Director

Crossrail | 25 Canada Square, Canary Wharf, London EC14 5LQ

[REDACTED] | [REDACTED] |

Office location: 28 GM 05

---

From: Richard Palczynski

Sent: 14 August 2018 15:26

To: Esther English; Rob Little

Cc: Chris Sexton

Subject: RE: Request for information: weekly mayor report

Esther, Rob,

Please can you, by COB Thursday, provide the information requested in GREEN

Regards,

Rich

Richard Palczynski | Programme Controls Director

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

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From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]  
Sent: 13 August 2018 16:54  
To: Chris Sexton  
Cc: Adams Simon; Mannah Sylvia  
Subject: Re: Request for information: weekly mayor report

Hi Chris,

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Thanks again

Richard

From: Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]  
Sent: 13 August 2018 13:13  
To: Caren Romer-Ormiston  
Cc: Adams Simon; Mannah Sylvia  
Subject: Request for information: weekly mayor report

Hi Caren,

In Lucy's absence, I'm hoping you'll be able to help us identify how we can get the information we need for the weekly note to the mayor. Lucy was going to make arrangements, though didn't confirm before she went on annual leave.

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| Signalling implementation and testing | <ul style="list-style-type: none"><li>• Update on progress in past week</li><li>• Description of any mitigations identified following testing</li></ul>  |
| Train production and testing          | <ul style="list-style-type: none"><li>• Covered by Howard's weekly note</li></ul>  |
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| Approvals for each stage              | <ul style="list-style-type: none"><li>• Update to approach in past week</li></ul>  |

- Periodic update to dates

Thank you  
Richard

---

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

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**From:** [Howard Smith](#)  
**To:** [Wild Mark \(CEO Crossrail\)](#)  
**Cc:** [Mannah Sylvia](#)  
**Subject:** Fwd: Weekly TfL Crossrail mayoral update - Confidential  
**Date:** 24 August 2018 08:25:50  
**Attachments:** [Weekly Mayor Update 210818.docx](#)  
[ATT00001.htm](#)

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Mark,

Just to you and Sylvia.

Not quite sure why this is now getting circulated to CRL Board but no problem in principle.

Having read it again 'cold' because it goes into detail on the train and also reports the transition testing it makes the train appear much more significant in the issues than, as we know, it is, mainly because for the project it reports the physicals but not the huge issues looking forward. A specific reference to IRN's being way behind target has also been removed at some stage (just possibly to simplify by Andy Brown in Mike's office - I don't know). The report used to include a large number of 'reds' against the Dec 9 programme but these were dropped (at some stage) I think as repetitive.

So if challenged at CRL Board on 'Mayor's Report says train is the major issue' the answer is (1) that the Mayor's Report goes into detail on the BT aspects but not the rest and (2) the report tends to focus, at present, for the project on what has been delivered rather than what lies ahead - because that's currently in flux.

On the latter we really need to think about this going forward or it probably does give a misleading impression.

Howard

Sent from my iPad

Begin forwarded message:

**From:** Secretariat Team <[REDACTED]@crossrail.co.uk>  
**Date:** 23 August 2018 at 17:47:46 EEST  
**To:** Terry Morgan <[REDACTED]@crossrail.co.uk>, Mathew Duncan <[REDACTED]@crossrail.co.uk>, Simon Wright <[REDACTED]@crossrail.co.uk>, Susan Beadles <[REDACTED]@crossrail.co.uk>, Lucy Findlay <[REDACTED]@crossrail.co.uk>, Paul Grammer <[REDACTED]@crossrail.co.uk>, Howard Smith <[REDACTED]@crossrail.co.uk>, "[REDACTED]@eircom.net" <[REDACTED]@eircom.net>, "[REDACTED]@eircom.net" <[REDACTED]@eircom.net>, "[REDACTED]@safeguardfinance.com" <[REDACTED]@safeguardfinance.com>, "[REDACTED]@tfl.gov.uk" <[REDACTED]@tfl.gov.uk>, Chris Sexton <[REDACTED]@crossrail.co.uk>, Dawn Barker <[REDACTED]@crossrail.co.uk>, 'Anne McMeel' <[REDACTED]@btinternet.com>, 'Andy Pitt' <[REDACTED]@btinternet.com>, "[REDACTED]@acenet.co.uk" <[REDACTED]@acenet.co.uk>  
**Cc:** Julie Morris <[REDACTED]@crossrail.co.uk>, Sylvia Nevard

<[REDACTED]@crossrail.co.uk>, Caren Romer-Ormiston <[REDACTED]@crossrail.co.uk>, Beth Grainger1  
<[REDACTED]@crossrail.co.uk>, 'Bellars Lauren'  
<[REDACTED]@tfl.gov.uk>, "[REDACTED]@tube.tfl.gov.uk"  
<[REDACTED]@tube.tfl.gov.uk>, Lisa Jones <[REDACTED]@crossrail.co.uk>,  
'Helen Carmichael' <[REDACTED]@acenet.co.uk>, Secretariat Team  
<[REDACTED]@crossrail.co.uk>

**Subject: Weekly TfL Crossrail mayoral update**

Dear all,

Please see the email below from Chris Sexton.

To: Crossrail Board

Please find attached TfL's most recent weekly briefing for the Mayor about the Crossrail/Elizabeth line project.

Chris

Chris Sexton | Technical Director

Crossrail | 25 Canada Square, Canary Wharf, London EC14 5LQ

[REDACTED] | [REDACTED] |

Office location: 28 GM 05

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**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** Mayor Weekly Note - for input on Tuesday  
**Date:** 24 August 2018 17:05:02  
**Attachments:** [Weekly Mayor Update 280818 for CRL input on Tuesday.docx](#)

---

Hi Sylvia,

Find attached the latest note with input from CRL. Chris will provide an update on Tuesday and we can insert the BT note from Phil Clark when available.

Have a great weekend and I'll touch base on Tuesday.

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)



**From:** [Zavitz Richard](#)  
**To:** [Chris Sexton \(Crossrail\)](#)  
**Cc:** [Adams Simon](#)  
**Subject:** Mayor Weekly Update  
**Date:** 24 August 2018 13:44:50  
**Attachments:** [Weekly Mayor Update 280818 \\_lfor CRL comment1.docx](#)

---

Hi Chris,

Thank you for your feedback on the notes from the call - I have incorporated as needed. Like last week, I have highlighted some areas where we would appreciate your input.

Let me know if you have any questions.

Thanks again,

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)





**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Clarke Phil \(ELLP\)](#); [Wild Mark \(CEO Crossrail\)](#); [Findlay Lucy](#)  
**Subject:** Mayor"s Chairman"s Weekly  
**Date:** 10 August 2018 19:43:38  
**Attachments:** [Mayors-Chairmans Weekly 130818.docx](#)

---

This week's draft, relatively few changes from last week pending updated programme.

Comments Monday morning please.

Good weekend

Howard

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**From:** [Clarke Phil \(ELLP\)](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Wild Mark \(MD\)](#); [Findlay Lucy](#); [external howard Smith](#)  
**Subject:** Mayor"s Chairman"s Weekly  
**Date:** 24 August 2018 17:48:50  
**Attachments:** [BT Mayor's Chairman's Weekly - DRAFT.docx](#)

---

On behalf of Howard, this week's draft, for comment please

Kind regards

Phil

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**From:** [Howard Smith](#)  
**To:** [Findlay Lucy](#); [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Wild Mark \(CEO Crossrail\)](#); [Clarke Phil \(ELLP\)](#)  
**Subject:** Mayor"s Chairman"s Weekly  
**Date:** 03 August 2018 17:47:49  
**Attachments:** [Mayors-Chairmans Weekly 060818.docx](#)

---

Draft attached after two week break.

A little bit rushed (will tidy Monday) and probably needs a refresh of the format alongside the CRL equivalent but this ones 'as is' (but with more on reliability growth as per Mayor's Office request, more still on that in future reports.

Also have BT Chairman's call next week (Tuesday) and will draft note from Mike to Bellemare following the recent visit (as asked at ELRB last Friday).

Comments Monday morning please.

Howard

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

**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** Minor changes  
**Date:** 28 August 2018 19:14:37  
**Attachments:** [Weekly Mayor Update 280818 kkab.docx](#)

---

Hi Sylvia,

Looks fine to me. A few minor changes. If it helps I'll also send a clean version with all changes accepted. To follow.

Richard

**From:** [Doyne Stephanie](#)  
**To:** [Zavitz Richard](#)  
**Subject:** RE: [for review] Weekly Mayor Note  
**Date:** 20 August 2018 12:41:42  
**Attachments:** [Weekly Mayor Update 210818 v1.1.docx](#)

---

Hi Richard,  
Happy with the attached.  
I will wait for Howards finalised note tomorrow but don't currently see anything that needs flagging.  
Kind regards  
Stephanie

---

**From:** Zavitz Richard  
**Sent:** 20 August 2018 11:53  
**To:** Doyne Stephanie  
**Subject:** RE: [for review] Weekly Mayor Note  
Hi Stephanie,

My comments included – let me know if you are comfortable with the response. I will then follow-up with CRL on any outstanding points.  
Did you have any comments on Howard's note or will you wait for any updates from him tomorrow?  
Thanks

Richard

---

**From:** Doyne Stephanie  
**Sent:** 20 August 2018 11:29  
**To:** Zavitz Richard  
**Subject:** RE: [for review] Weekly Mayor Note  
Hi Richard,

Please see attach with some minor comments.  
Kind regards  
Stephanie

---

**From:** Zavitz Richard  
**Sent:** 20 August 2018 10:58  
**To:** Doyne Stephanie  
**Subject:** RE: [for review] Weekly Mayor Note  
Hi Stephanie,

I have stripped out the repeated information from last week – though feel that there is still enough of an update to justify a note, instead of just a few bullets points. I have kept it in the same format and have added Howards Update in the typical format.  
Feel free to modify as you see appropriate.  
I'll revert to CRL with any comments you have.  
Thank you  
Richard

---

**From:** Doyne Stephanie  
**Sent:** 17 August 2018 17:19  
**To:** Zavitz Richard  
**Subject:** RE: [for review] Weekly Mayor Note  
Hi Richard,

I'll give you a ring on Monday to go through the changes needed.  
Have a good weekend.  
Kind regards

Stephanie

---

**From:** Zavitz Richard  
**Sent:** 17 August 2018 15:22  
**To:** Doyne Stephanie  
**Cc:** Mannah Sylvia; Adams Simon; external howard Smith  
**Subject:** [for review] Weekly Mayor Note

Hi Stephanie,

Please find attached the draft of the weekly mayor update. Howard will send you directly his weekly note later today.

Please send through any comments on Monday and I will pick them up with the Crossrail team.

Just a reminder that Howard will pick up any comments on his report Tuesday morning when he's back in the office.

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)



**From:** [Doyne Stephanie](#)  
**To:** [Zavitz Richard](#)  
**Subject:** RE: [for review] Weekly Mayor Note  
**Date:** 20 August 2018 11:29:06  
**Attachments:** [Weekly Mayor Update 210818 SD comments.docx](#)

---

Hi Richard,  
Please see attach with some minor comments.  
Kind regards  
Stephanie

---

**From:** Zavitz Richard  
**Sent:** 20 August 2018 10:58  
**To:** Doyne Stephanie  
**Subject:** RE: [for review] Weekly Mayor Note  
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Thank you

Richard

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Stephanie

---

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**Sent:** 17 August 2018 15:22  
**To:** Doyne Stephanie  
**Cc:** Mannah Sylvia; Adams Simon; external howard Smith  
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Just a reminder that Howard will pick up any comments on his report Tuesday morning when he's back in the office.

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)





**From:** [Zavitz Richard](#)  
**To:** "Harry Roberts"; [Wallace Andrew \(London Rail\)](#)  
**Subject:** RE: [for review] Weekly Mayor Note  
**Date:** 20 August 2018 11:00:45

---

Thanks Andy, Harry

Looks like section 2.1 is being stripped out.

Sylvia holds the pen on this report – though I'm filling in this week as she's away.

Mike's office is fiddling with the format again, so we'll see what comments they come back with.

Richard

---

**From:** Harry Roberts [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 20 August 2018 10:45  
**To:** Wallace Andrew (London Rail); Zavitz Richard  
**Subject:** Re: [for review] Weekly Mayor Note  
Thanks Richard, helpful to see this.

I just have one comment on 2.1 - could we ask for this be changed to "The delivery schedule will be reviewed with the CRL Board..." - think this better reflects Sponsors' steer. Happy to speak on the phone if you have any questions.

I might not make it to Broadway today now as currently completing SB agendas and U&A paper at home before heading into GMH. If not I'll see you both tomorrow morning and I'll be over in Broadway in the afternoon.

Harry



**Harry Roberts**  
**Principal Sponsor, Crossrail Joint Sponsor Team**  
4/29, Great Minster House  
33 Horseferry Road, London, SW1P 4DR  
[REDACTED]  
[Follow us on twitter @transportgovuk](#)

---

From: Wallace Andrew (London Rail)  
Sent: 20 August 2018 09:58:18  
To: Zavitz Richard; Harry Roberts  
Subject: RE: [for review] Weekly Mayor Note  
No particular comments from me but I still question the usefulness of this at a mayoral level – sorry not very helpful.  
[Sorry, could you remind me who holds the pen on this now?](#)

---

**From:** Zavitz Richard  
**Sent:** 17 August 2018 15:23  
**To:** 'Harry Roberts'; Wallace Andrew (London Rail)  
**Subject:** [for review] Weekly Mayor Note  
Hi Harry, Andy,

Please find attached the draft of the weekly mayor update. Please provide any comments by noon on Monday.

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:** [Howard Smith](#)  
**To:** [Zavitz Richard](#)  
**Cc:** [Doyne Stephanie](#); [Mannah Sylvia](#); [Adams Simon](#)  
**Subject:** Re: [for review] Weekly Mayor Note  
**Date:** 19 August 2018 21:55:25

---

Richard,

Thanks, only comment from me is on 3.3. Last Wednesday CRL reported to the Strategic Steering Group (ELSSG) that dates for c660 had considerably worsened. They are looking to address but this is likely to be more a key programme issue so worth checking with whoever is feeding in for CRL this week if the wording adequately covers the issue.

I'm just about to start grappling with the iPad to try and get the RSD report out in draft.

Kind regards

Howard

Sent from my iPad

On 17 Aug 2018, at 15:21, Zavitz Richard <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Hi Stephanie,

Please find attached the draft of the weekly mayor update. Howard will send you directly his weekly note later today.

Please send through any comments on Monday and I will pick them up with the Crossrail team. Just a reminder that Howard will pick up any comments on his report Tuesday morning when he's back in the office.

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:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [external howard Smith](#); [Zavitz Richard](#)  
**Cc:** [Clarke Phil \(ELLP\)](#); [Grainger Beth \(Elizabeth line\)](#); [Doyne Stephanie](#); [Mannah Sylvia](#); [Adams Simon](#)  
**Subject:** RE: BT Mayor's Chairman's Weekly - DRAFT  
**Date:** 21 August 2018 16:57:55  
**Attachments:** [Weekly Mayor Update 210818 v1.2 ab.docx](#)



---

Thanks Richard and Howard

I've made a couple of tracked changes on the attached - primarily to tighten up the description of engagement with Network Rail on Stage 5

We will now send this over to City Hall, in about half an hour's time

Andy

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

**Sent:** 21 August 2018 15:47

**To:** Zavitz Richard

**Cc:** Clarke Phil (ELLP); Beth Grainger1; Brown Andy (Corporate Affairs); Doyne Stephanie; Mannah Sylvia; Adams Simon

**Subject:** RE: BT Mayor's Chairman's Weekly - DRAFT

Richard,

Thanks. I've received no comments (other than Andy's 'no comment!') so I think it's good to go.

There will be updates to the BT report next week as BT's high level programme update (mentioned here) is now in, devil is in the very much detail (when sufficient approvals are expected for each of the various releases rather than the work itself) so need to review exactly what lies behind each of the headlines and will draft something before I leave tomorrow for Phil Clarke to send out in draft on Friday.

In terms of the main report, I think this may underplay emerging issues with C660 but it could be said these are emerging rather than confirmed so maybe one for discussion on Friday call and inclusion next week.

I'll separate out the BT element and circulate to them.

Kind regards

Howard

---

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

**Sent:** 20 August 2018 19:13

**To:** Howard Smith

**Cc:** Phil Clarke - TfL; Beth Grainger1; Brown Andy (Corporate Affairs); Doyne Stephanie; Mannah Sylvia; Adams Simon

**Subject:** Re: BT Mayor's Chairman's Weekly - DRAFT

Hi Howard,

Find attached the latest version of the Mayor's report with your BT report included as the Appendix. Feel free to update directly.

I checked with Chris Sexton and he confirmed that that he's comfortable with the wording regarding the issues relating to testing.

Thanks

Richard

---

From: Brown Andy (Corporate Affairs)

Sent: Monday, August 20, 2018 3:00 PM

To: external howard Smith; Doyne Stephanie; Mannah Sylvia; Adams Simon; Zavitz Richard

Cc: Clarke Phil (ELLP); Beth Grainger1

Subject: RE: BT Mayor's Chairman's Weekly - DRAFT

No comments from me - thanks Howard.

Andy

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

**Sent:** 19 August 2018 22:18

**To:** Doyne Stephanie; Mannah Sylvia; Adams Simon; Zavitz Richard; Brown Andy (Corporate Affairs)

**Cc:** Clarke Phil (ELLP); Beth Grainger1

**Subject:** BT Mayor's Chairman's Weekly - DRAFT

Colleagues,

Draft Mayor's Chairman's Weekly below. Very small changes this week as factory has been shut (so no more trains built), but also because programme update is due this week and was still being worked on very actively by BT as of late Friday and into weekend. It will be included in next weeks report.

As you know I'll be back in Tuesday and will finalise then.

Kind regards

Howard

## **Elizabeth line - Bombardier Weekly Report 20 August 2018**

**Note No: 22**

### **Key Activities and Issues**

- 54 trains have been completed in Derby by Bombardier, which is in line with the plan. TfL has [REDACTED] new trains pending delivery of further software and assurance to allow greater use of the units on Network Rail infrastructure and also confirmation of Bombardier's updated reliability growth programme.
- Old Oak Common Depot was brought into full use on 23 July and only minor work remains to complete and formally handover the Depot.
- 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 with one unit at a time taken to Wembley Depot for modifications. Availability continues to be excellent on both routes.
- Bombardier remains focused on reliability growth. Bombardier's current plan is for a mean distance between service affecting failures (MDSAF, a standard industry measure based on any delay over 3 minutes caused by a train fault) of 5,000 miles by end of Period 5 (18 August) and 13,000 by end of Period 8 (10 November) against a programme of modifications and improvements. The most frequent failure (though with small impact per incident and seen on the 7-car fleet only) is the loss of the driver's information screen, which then has to be reset. MDSAF in the last four weeks has increased and ranged between 4,100 and 8,700 miles.
- The last dynamic testing 'window' took place on 11-13 Aug, including testing the transitions to and from the Network Rail Great Eastern line. There were a number of issues arising from the tests involving trackside signalling and connected on train software, the logs from the tests are being analysed by Siemens and Bombardier and actions undertaken in readiness for the second set of transition tests at the end of this week.
- A further train software release (7.2.2) has been built and is now being tested on the rigs at Derby and at Melton test track. Testing was slightly delayed by a configuration failure in the associated Siemens signalling software. Updated Siemens software is expected to be delivered today and in the meantime testing of other functions has been rescheduled to make use of the time available. The focus for 7.2.2 is to use it for Crossrail Test Window 12 (29 September) and also from that date for running in traffic hours on Network Rail, which will allow the 9-Car units to substantially increase the mileage operated and help build reliability prior to use in the tunnels.
- Weekly meetings continue between Bombardier, Siemens, Crossrail and TfL, to

coordinates software releases, testing and bug fixing. This includes taking account of delays to central section infrastructure and changes to dynamic testing. Direct Bombardier/Siemens liaison and escalation meetings are also taking place. The Crossrail project is still looking to further strengthen its system integration capability and resource.

- Due to the delay to completion of Release 7.2.2, the build and testing of Release 7.3 (to be used for Heathrow services) has been delayed. Bombardier now believe that this will impact the existing driver training (12 Oct) and public service approval (19 Nov) dates for the Heathrow software. The updated programme for Releases 7.2.2 and 7.3 is yet to be finalised (dates shown as TBC in the milestone report overleaf) and clarity, and further improvements, are being urgently sought by TfL. Bombardier senior management are examining the possibilities to mitigate after which they will provide an updated programme to TfL later this week.
- With a large amount of testing and a number of releases, updates and derogations all requiring approval, assurance is a continuing focus. Assurance resources and production of evidence are critical constraints on the ability to bring updated software into use. Bombardier is seeking to increase the number of signalling assurance engineers.

### **Key Programme Milestones**

| <b>Stage 2</b>   | P80<br>Programme<br>(V3_5_1)<br>11 <sup>th</sup> Jan | Current<br>Forecast          |
|--|--|------------------------------|
| 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<br>30 July         |
| Independent Safety Assessment body ('ISA') approval for European Train Control System MR3 software necessary for Stage 2 | 6 Aug  | To be confirmed              |
| Independent Safety Assessment body ('ISA') approval for TCMS release 7.3   | 18 Sept  | To be confirmed              |
| Approval for European Train Control System driver training on Great Western  | 24 Aug   | To be confirmed              |
| Approvals for European Train Control System Passenger Service  | 28 Sept  | To be confirmed              |
| <b>Stage 3</b>   |  |                              |
| 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<br>Acceptance<br>Paused |
| Approval of Class 345 for Stage 3 Passenger Service  | 10 Oct   | 29 Oct                       |

|                                    |        |           |
|------------------------------------|--------|-----------|
| Start of Stage 3 Passenger Service | 9 Dec  | 9 Dec     |
| <b>Old Oak Common Depot</b>        |        |           |
| Section A Brought into Use         | 1 Mar  | Completed |
| Section B1 Brought into Use        | 11 Apr | Completed |
| Section C Brought into Use         | 30 May | Completed |

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**From:** [Zavitz Richard](#)  
**To:** [external howard Smith](#)  
**Cc:** [Clarke Phil \(ELLP\)](#); [Grainger Beth \(Elizabeth line\)](#); [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Mannah Sylvia](#); [Adams Simon](#)  
**Subject:** Re: BT Mayor's Chairman's Weekly - DRAFT  
**Date:** 20 August 2018 19:13:00  
**Attachments:** [Weekly Mayor Update 210818 v1.2.docx](#)

---

Hi Howard,

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I checked with Chris Sexton and he confirmed that that he's comfortable with the wording regarding the issues relating to testing.

Thanks

Richard

---

From: Brown Andy (Corporate Affairs)  
Sent: Monday, August 20, 2018 3:00 PM  
To: external howard Smith; Doyne Stephanie; Mannah Sylvia; Adams Simon; Zavitz Richard  
Cc: Clarke Phil (ELLP); Beth Grainger1  
Subject: RE: BT Mayor's Chairman's Weekly - DRAFT  
No comments from me - thanks Howard.

Andy

[REDACTED] | [REDACTED]  

---

**From:** Howard Smith [mailto:[REDACTED]@crossrail.co.uk]  
**Sent:** 19 August 2018 22:18  
**To:** Doyne Stephanie; Mannah Sylvia; Adams Simon; Zavitz Richard; Brown Andy (Corporate Affairs)  
**Cc:** Clarke Phil (ELLP); Beth Grainger1  
**Subject:** BT Mayor's Chairman's Weekly - DRAFT

Colleagues,

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Kind regards

Howard

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- The last dynamic testing 'window' took place on 11-13 Aug, including testing the transitions to and from the Network Rail Great Eastern line. There were a number of issues arising from the tests involving trackside signalling and connected on train software, the logs from the tests are being analysed by Siemens and Bombardier and actions undertaken in readiness for the second set of transition tests at the end of this week.
- A further train software release (7.2.2) has been built and is now being tested on the rigs at Derby and at Melton test track. Testing was slightly delayed by a configuration failure in the associated Siemens signalling software. Updated Siemens software is expected to be delivered today and in the meantime testing of other functions has been rescheduled to make use of the time available. The focus for 7.2.2 is to use it for Crossrail Test Window 12 (29 September) and also from that date for running in traffic hours on Network Rail, which will allow the 9-Car units to substantially increase the mileage operated and help build reliability prior to use in the tunnels.
- Weekly meetings continue between Bombardier, Siemens, Crossrail and TfL, to coordinate software releases, testing and bug fixing. This includes taking account of delays to central section infrastructure and changes to dynamic testing. Direct Bombardier/Siemens liaison and escalation meetings are also taking place. The Crossrail project is still looking to further strengthen its system integration capability and resource.
- Due to the delay to completion of Release 7.2.2, the build and testing of Release 7.3 (to be used for Heathrow services) has been delayed. Bombardier now believe that this will impact the existing driver training (12 Oct) and public service approval (19 Nov) dates for the Heathrow software. The updated programme for Releases 7.2.2 and 7.3 is yet to be finalised (dates shown as TBC in the milestone report overleaf) and clarity, and further improvements, are being urgently sought by TfL. Bombardier senior management are examining the possibilities to mitigate after which they will provide an updated programme to TfL later this week.
- With a large amount of testing and a number of releases, updates and derogations all requiring approval, assurance is a continuing focus. Assurance resources and production of evidence are critical constraints on the ability to bring updated software into use. Bombardier is seeking to increase the number of signalling assurance engineers.

### **Key Programme Milestones**

| <b>Stage 2</b>                                       | <b>P80 Programme (V3_5_1) 11<sup>th</sup> Jan</b> | <b>Current Forecast</b> |
|--|---|-------------------------|
| Approval for driver training on Great Western routes | 27 Feb  | Completed               |

|  |          |                        |
|--|----------|------------------------|
| excluding European Train Control System  |          |                        |
| 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    | To be confirmed        |
| Independent Safety Assessment body ('ISA') approval for TCMS release 7.3   | 18 Sept  | To be confirmed        |
| Approval for European Train Control System driver training on Great Western  | 24 Aug   | To be confirmed        |
| Approvals for European Train Control System Passenger Service  | 28 Sept  | To be confirmed        |
| <b>Stage 3</b>   |          |                        |
| 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   | 29 Oct                 |
| Start of Stage 3 Passenger Service   | 9 Dec    | 9 Dec                  |
| <b>Old Oak Common Depot</b>  |          |                        |
| Section A Brought into Use   | 1 Mar    | Completed              |
| Section B1 Brought into Use  | 11 Apr   | Completed              |
| Section C Brought into Use   | 30 May   | Completed              |

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**From:** [Chris Sexton](#)  
**To:** [Zavitz Richard](#)  
**Subject:** RE: Comments on Weekly Mayor Note  
**Date:** 20 August 2018 12:55:28

---

Richard

The wording is correct. The schedule issue relates to testing and more resources from Siemens or the wider industry would mitigate it.

Chris

Chris Sexton | Technical Director

Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)

██████████ | ██████████ |

Office location: 28 GM 05

---

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

Sent: 20 August 2018 12:51

To: Chris Sexton

Subject: Comments on Weekly Mayor Note

Hi Chris,

Hope you had a nice weekend. There was only one comment on the weekly note this week – from Howard.

Howard Smith: Last Wednesday CRL reported to the Strategic Steering Group (ELSSG) that dates for c660 had considerably worsened. They are looking to address but this is likely to be more a key programme issue so worth checking if the wording in Section 3.3 adequately covers the issue.

Section 3.3 extracted below:

**3.3 All cabling for communications (which is key to mission critical control and radio systems) has now been installed, though availability of resources continue to constrain testing activities. Although testing activities are not on the critical path for Dynamic Testing, the completion of testing is required for the start of Trial Operations. Pressure continues to be applied on Siemens to secure additional resources as well as recruitment from wider UK and international industry**

Can you have a look over and let me know if you suggest any revision to the paragraph? A response by 4 PM today would be great.

Thank you

Richard

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Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: ██████████ (auto ██████████ |

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



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**From:** [Lucy Findlay](#)  
**To:** [external howard Smith](#); [Mannah Sylvia](#)  
**Cc:** [Keane Kate](#); [Doyme Stephanie](#); [Adams Simon](#); [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** RE: Crossrail weekly update - new format  
**Date:** 06 August 2018 16:03:36  
**Attachments:** [Weekly Mayor Update 060818 LF.docx](#)  
[Quality Alert \(30\) 180726 - Defective Schneider Electric Circuit Breaker....pdf](#)

---

Here you go.

I'm struggling with the approvals section. Per Steph's question - the graphs show that we have a process that tracks approvals needed and there are challenges on most of the dates (like the rest of the project) and the dates will be rebaselined in the Autumn.

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: Howard Smith

Sent: 06 August 2018 14:26

To: Mannah Sylvia; Lucy Findlay

Cc: Keane Kate; Doyme Stephanie; Adams Simon; Brown Andy (Corporate Affairs)

Subject: RE: Crossrail weekly update - new format

Sylvia and colleagues,

Thanks. Realise the email's for Lucy but I can I just make the (provocative!) point that not all questions necessarily have satisfactory answers. On 3.3 and 3.4 for instance CRL can say what is being done but if we lead ourselves to word it to imply that the efforts being made will deliver success we risk misleading, as I don't believe anyone is comfortable these issues are yet sorted.

Kind regards

Howard

---

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

Sent: 06 August 2018 12:22

To: Lucy Findlay

Cc: Keane Kate; Doyme Stephanie; Adams Simon; Brown Andy (Corporate Affairs); Howard Smith

Subject: RE: Crossrail weekly update - new format

Hi Lucy,

Thanks again for this. Steph and I have reviewed it and made some amends – which I have accepted in the document for ease of reading. We have also included some comments and would be grateful if you could review and address them.

Thanks,

Sylvia

---

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

Sent: 06 August 2018 10:27

To: Mannah Sylvia

Cc: Keane Kate; Doyme Stephanie; Adams Simon; Brown Andy (Corporate Affairs); external howard Smith

Subject: RE: Crossrail weekly update - new format

Here you go Sylvia

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 01 August 2018 17:31

To: Lucy Findlay; Howard Smith

Cc: Mannah Sylvia; Keane Kate; Doyme Stephanie; Adams Simon

Subject: RE: Crossrail weekly update - new format

Thanks Lucy

I think we probably need to keep doing the BT report, since we don't want the pressure to come off them and it is something the Mayor agreed directly with the BT Chairman.

On costs - I suggest we don't mention costs at all in these notes, and focus them on delivery. Costs can be

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Andy

[REDACTED] | [REDACTED]

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Do you still want reporting on costs?

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To: Howard Smith  
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Subject: RE: Crossrail weekly update - new format

Thanks Howard

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Andy

[REDACTED] | [REDACTED]

---

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]  
Sent: 30 July 2018 21:21  
To: Brown Andy (Corporate Affairs)  
Cc: Mannah Sylvia; Keane Kate; Doyne Stephanie; Findlay Lucy  
Subject: Re: Crossrail weekly update - new format

Andy,

Looks like a very good list but different to previous so will need some new sources/baselines (including things like NR and Assurance and also clarity as to what programme we are now measuring against).

Will think more tomorrow. Lucy - who provides much of this - is copied in.

Howard

Sent from my iPhone

On 30 Jul 2018, at 18:40, Brown Andy (Corporate Affairs) <[REDACTED]@tube.tfl.gov.uk> wrote:

Sylvia and Howard

Any thoughts on the below please?

Andy

---

From: Erica Walker [mailto:[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]  
Sent: 30 July 2018 17:43  
To: Brown Andy (Corporate Affairs)  
Cc: Keane Kate; Doynes Stephanie; Steer Tim; Claire Hamilton  
Subject: Crossrail weekly update - new format

Hi Andy,

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Specifically, he thinks it would be helpful if the report focused on the following areas:

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- ? Network Rail works for each stage
- ? Approvals for each stage

He has asked that in each of these areas, it would be good to get more transparency around progress against plan on a weekly basis, rather than just a forecast against the end milestone

Can you let me know if you or the team have any comments on this proposed approach? Ideally reporting in this new format would begin from next week.

Many thanks

Erica

Erica Walker



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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Findlay Lucy](#)  
**Cc:** [Keane Kate](#); [Doyne Stephanie](#); [Adams Simon](#); [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** RE: Crossrail weekly update - new format  
**Date:** 06 August 2018 14:25:52

---

Sylvia and colleagues,

Thanks. Realise the email's for Lucy but I can I just make the (provocative!) point that not all questions necessarily have satisfactory answers. On 3.3 and 3.4 for instance CRL can say what is being done but if we lead ourselves to word it to imply that the efforts being made will deliver success we risk misleading, as I don't believe anyone is comfortable these issues are yet sorted.

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Thanks,

Sylvia

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Subject: RE: Crossrail weekly update - new format

Here you go Sylvia

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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[REDACTED] | [REDACTED]

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Lucy

Lucy Findlay | Chief of Staff

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

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Sent: 01 August 2018 16:54

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Thanks Howard

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Andy

[REDACTED] | [REDACTED]

---

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Sent: 30 July 2018 21:21

To: Brown Andy (Corporate Affairs)

Cc: Mannah Sylvia; Keane Kate; Doyne Stephanie; Findlay Lucy

Subject: Re: Crossrail weekly update - new format

Andy,

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Howard

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Any thoughts on the below please?

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---

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

Sent: 30 July 2018 17:43

To: Brown Andy (Corporate Affairs)

Cc: Keane Kate; Doyne Stephanie; Steer Tim; Claire Hamilton

Subject: Crossrail weekly update - new format

Hi Andy,

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Specifically, he thinks it would be helpful if the report focused on the following areas:

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Many thanks

Erica

Erica Walker



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**From:** [Howard Smith](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Findlay Lucy](#); [Mannah Sylvia](#); [Keane Kate](#); [Doyne Stephanie](#); [Adams Simon](#)  
**Subject:** Re: Crossrail weekly update - new format  
**Date:** 02 August 2018 08:11:40

---

Andy, Lucy,

Thanks. Will produce an updated BT Report incorporating progress/process on reliability growth (as that's something that the BT Chairman should see too).

In terms of the 'Project' part I'll look out for Lucy's draft today, however it's going to be quite a task and feels like much it sits with the Project Controls team.

Howard

Sent from my iPhone

On 1 Aug 2018, at 17:31, Brown Andy (Corporate Affairs) <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

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[\[REDACTED\]](#) | [\[REDACTED\]](#)

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Erica

Erica Walker  
[REDACTED]

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#)  
**Cc:** [Keane Kate](#); [Doynie Stephanie](#); [Adams Simon](#); [Brown Andy \(Corporate Affairs\)](#); [external howard Smith](#)  
**Subject:** RE: Crossrail weekly update - new format  
**Date:** 06 August 2018 12:21:38  
**Attachments:** [Weekly Mayor Update 060818.docx](#)

---

Hi Lucy,

Thanks again for this. Steph and I have reviewed it and made some amends – which I have accepted in the document for ease of reading. We have also included some comments and would be grateful if you could review and address them.

Thanks,

Sylvia

---

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

**Sent:** 06 August 2018 10:27

**To:** Mannah Sylvia

**Cc:** Keane Kate; Doynie Stephanie; Adams Simon; Brown Andy (Corporate Affairs); external howard Smith

**Subject:** RE: Crossrail weekly update - new format

Here you go Sylvia

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

**Sent:** 01 August 2018 17:31

**To:** Lucy Findlay; Howard Smith

**Cc:** Mannah Sylvia; Keane Kate; Doynie Stephanie; Adams Simon

**Subject:** RE: Crossrail weekly update - new format

Thanks Lucy

I think we probably need to keep doing the BT report, since we don't want the pressure to come off them and it is something the Mayor agreed directly with the BT Chairman.

On costs - I suggest we don't mention costs at all in these notes, and focus them on delivery. Costs can be covered separately as and when new forecasts are produced.

Andy

[REDACTED] | [REDACTED]

---

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

**Sent:** 01 August 2018 17:14

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

**Cc:** Mannah Sylvia; Keane Kate; Doynie Stephanie; Adams Simon

**Subject:** RE: Crossrail weekly update - new format

Andy

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I will be on leave for three weeks from 11 August so I will need to find another author for that period.

Lucy

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

**Sent:** 01 August 2018 16:54

**To:** Howard Smith

**Cc:** Mannah Sylvia; Keane Kate; Doynie Stephanie; Lucy Findlay

**Subject:** RE: Crossrail weekly update - new format

Thanks Howard

Erica just collared me in the margins of a separate meeting, to check that we don't have any problem with this new approach and we are expecting to provide a note on that basis on Monday. Is that doable?

Andy

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 30 July 2018 21:21  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Mannah Sylvia; Keane Kate; Doyne Stephanie; Findlay Lucy  
**Subject:** Re: Crossrail weekly update - new format

Andy,

Looks like a very good list but different to previous so will need some new sources/baselines (including things like NR and Assurance and also clarity as to what programme we are now measuring against).

Will think more tomorrow. Lucy - who provides much of this - is copied in.

Howard

Sent from my iPhone

On 30 Jul 2018, at 18:40, Brown Andy (Corporate Affairs) < [REDACTED]@tube.tfl.gov.uk > wrote:

Sylvia and Howard  
Any thoughts on the below please?

Andy

---

**From:** Erica Walker [mailto: [REDACTED]@london.gov.uk]  
**Sent:** 30 July 2018 17:43  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Keane Kate; Doyne Stephanie; Steer Tim; Claire Hamilton  
**Subject:** Crossrail weekly update - new format

Hi Andy,

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Specifically, he thinks it would be helpful if the report focused on the following areas:

- ? Routeway construction (including progress of all contracts that are material to the completion date for this)
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Can you let me know if you or the team have any comments on this proposed approach? Ideally reporting in this new format would begin from next week.

Many thanks

Erica

Erica Walker

[REDACTED]  
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**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Keane Kate](#); [Doyne Stephanie](#); [Adams Simon](#); [Brown Andy \(Corporate Affairs\)](#); [external howard Smith](#)  
**Subject:** RE: Crossrail weekly update - new format  
**Date:** 06 August 2018 10:27:35  
**Attachments:** [Weekly update 060818.docx](#)

---

Here you go Sylvia

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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[REDACTED] | [REDACTED]

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Erica Walker  
[REDACTED]

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\*\*\*\*\*

**From:** [Howard Smith](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Findlay Lucy](#); [Mannah Sylvia](#); [Keane Kate](#); [Doyne Stephanie](#); [Adams Simon](#)  
**Subject:** Re: Crossrail weekly update - new format  
**Date:** 02 August 2018 08:11:43

---

Andy, Lucy,

Thanks. Will produce an updated BT Report incorporating progress/process on reliability growth (as that's something that the BT Chairman should see too).

In terms of the 'Project' part I'll look out for Lucy's draft today, however it's going to be quite a task and feels like much it sits with the Project Controls team.

Howard

Sent from my iPhone

On 1 Aug 2018, at 17:31, Brown Andy (Corporate Affairs) <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Thanks Lucy

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[\[REDACTED\]](#) | [\[REDACTED\]](#)

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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](#))

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Sent: 01 August 2018 16:54  
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Erica

Erica Walker  
[REDACTED]

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**From:** [Chris Sexton](#)  
**To:** [Zavitz Richard](#)  
**Cc:** [Adams Simon](#); [English Esther](#)  
**Subject:** RE: Mayor Weekly Update  
**Date:** 24 August 2018 16:42:38  
**Attachments:** [Weekly Mayor Update 280818\\_for CRL comment.docx](#)

---

Richard

Here you go – updates attached as tracked changes. To follow:

Para 2.1 from our Controls team.

Para 3.2 which I will provide on Tuesday 28<sup>th</sup> August at the end of DTW#9

Para 3.5 which you are getting from the Rolling Stock team

Chris

Chris Sexton | Technical Director

Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)

██████████ | ██████████ |

Office location: 28 GM 05

---

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

Sent: 24 August 2018 13:45

To: Chris Sexton

Cc: Adams Simon

Subject: Mayor Weekly Update

Hi Chris,

Thank you for your feedback on the notes from the call - I have incorporated as needed. Like last week, I have highlighted some areas where we would appreciate your input.

Let me know if you have any questions.

Thanks again,

Richard

---

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: ██████████ (auto ██████████ |

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**From:** [Chris Sexton](#)  
**To:** [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Mayor Weekly Update  
**Date:** 24 August 2018 13:57:43

---

OK I have asked the Controls team to cover the microscopic detail in 2.1  
I am on site this afternoon so will respond to the other points when I get back.  
Chris

Chris Sexton | Technical Director  
Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)  
[REDACTED] | [REDACTED] |  
Office location: 28 GM 05

---

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

Sent: 24 August 2018 13:45

To: Chris Sexton

Cc: Adams Simon

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Richard

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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:** [Zavitz Richard](#)  
**To:** ["Esther English"; Chris Sexton \(Crossrail\)](#)  
**Cc:** [Rob Little](#)  
**Subject:** RE: Mayor Weekly Update  
**Date:** 24 August 2018 16:52:49

---

Thank you Esther, Chris for your updates.

Have a good weekend.

Richard

---

**From:** Esther English [mailto: [REDACTED]@crossrail.co.uk]

**Sent:** 24 August 2018 16:49

**To:** Zavitz Richard

**Cc:** Chris Sexton (Crossrail); Rob Little

**Subject:** FW: Mayor Weekly Update

Hi Richard,

As requested, the additional information with regards to the metrics is shown below.

Please let me know if you have further questions on this section.

- Cabling: 96 per cent complete (vs forecast 97 per cent complete): 4,925m completed in week.
- Tunnel Walkways: 88 per cent complete (vs forecast 86 per cent complete): 844m completed in week.
- Firemain: 89 per cent complete (vs forecast 89 per cent complete): Two anchors , five hydrants and 3 valves installed.
- Drainage: 89 per cent complete (vs forecast 92 per cent complete): All stations shafts and portals tie-in inspections completed.
- Permanent tunnel ventilation: 96 per cent complete (vs forecast 97 per cent complete): Final completion is pending IRN sign off, snagging items and resolution of BOS W constraints.

Kind regards,

Esther

---

**From:** Chris Sexton

**Sent:** 24 August 2018 13:55

**To:** Rob Little; Esther English

**Subject:** FW: Mayor Weekly Update

Rob, Esther – can you cover para 2.1 and send direct please.

Thanks

Chris

Chris Sexton | Technical Director

Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)

[REDACTED] | [REDACTED] |

Office location: 28 GM 05

---

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

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**To:** Chris Sexton

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Thanks again,

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---

**Richard Zavitz**

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

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



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**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Mayoral Report  
**Date:** 28 August 2018 14:42:12

---

Phil mentioned that he's aiming to send the draft back this afternoon as he responds to comments.

Let me know if you want me to chase.

Richard

---

**From:** Mannah Sylvia  
**Sent:** 28 August 2018 13:39  
**To:** Zavitz Richard  
**Subject:** RE: Mayoral Report  
**Thank you! I haven't seen an update from Phil yet on how they think it went.**

---

**From:** Zavitz Richard  
**Sent:** 28 August 2018 13:34  
**To:** Mannah Sylvia  
**Subject:** FW: Mayoral Report

Hi Sylvia,

Find below the text for the weekly report from Chris Sexton describing the output from the weekend's tests.

Para 3.2

After some difficulties initially with the stability of the trains, all planned tests were undertaken during Dynamic Testing window #9. Following route accessibility testing, line speed has now been achieved throughout the Central Operating Section east of Paddington. Planned transparent link, GSM-R and EMC testing was completed. Transition tests were undertaken on the interface with the Great Eastern and results are being analysed.

Thanks

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)



**From:** [Clarke Phil \(ELLP\)](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#)  
**Cc:** [Wild Mark \(MD\)](#); [Findlay Lucy](#); [external howard Smith](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 28 August 2018 15:36:13  
**Attachments:** [BT Mayor's Chairman's Weekly - DRAFT3.docx](#)

---

No further comments from BT or amendments from me One typo in the last bullet point corrected in this version.

Kind regards

Phil

---

**From:** Clarke Phil (ELLP)  
**Sent:** 28 August 2018 13:57  
**To:** Brown Andy (Corporate Affairs); Mannah Sylvia  
**Cc:** Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** RE: Mayor's Chairman's Weekly

Andy,

Reworked paras as marked.

Awaiting BT to come back to me on the first bullet, last sentence- they want projected train acceptance programme mentioned, and if so I want the emphasis right that delivering the initiatives referred will put the certainty back into that.

Regards

Phil

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 28 August 2018 09:20  
**To:** Mannah Sylvia; Clarke Phil (ELLP)  
**Cc:** Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** RE: Mayor's Chairman's Weekly

Thanks very much for this Phil

I would suggest a small tweak to the penultimate bullet point, tracked in the attached. The aim is to simplify the sentence a bit and also avoid dangling a November 2018 carrot too temptingly!

Andy

[REDACTED] | [REDACTED]

---

**From:** Mannah Sylvia  
**Sent:** 24 August 2018 17:57  
**To:** Clarke Phil (ELLP)  
**Cc:** Brown Andy (Corporate Affairs); Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** Re: Mayor's Chairman's Weekly

Thanks Phil. I'll review and provide any comment first thing on Tuesday.

Have a good weekend.

Sylvia

Sent from my iPhone

On 24 Aug 2018, at 17:48, Clarke Phil (ELLP) <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

On behalf of Howard, this week's draft, for comment please

Kind regards

Phil

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

**From:** [Howard Smith](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Findlay Lucy](#); [Mannah Sylvia](#); [Wild Mark \(CEO Crossrail\)](#); [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 06 August 2018 15:47:36

---

Meanwhile have changed back to 9/12 (pending the review). Will still, no doubt come up tomorrow.

Howard

---

**From:** Howard Smith  
**Sent:** 06 August 2018 15:34  
**To:** 'Brown Andy (Corporate Affairs)'  
**Cc:** Lucy Findlay; Mannah Sylvia; Wild Mark (MD); Phil Clarke - TfL  
**Subject:** RE: Mayor's Chairman's Weekly

Andy,

Bombardier are privy to some of the discussions taking place about programme. They need to be as their software needs to be released in synch with Siemen's – which goes beyond December. They will be briefing internally that their dates/commitments are weakened/changed (which we have made clear to them contractually isn't true) but expect it on the Chairman's call tomorrow.

Howard

---

**From:** Brown Andy (Corporate Affairs) [mailto:[██████████@tfl.gov.uk](mailto:██████████@tfl.gov.uk)]  
**Sent:** 06 August 2018 09:18  
**To:** Howard Smith  
**Cc:** Lucy Findlay; Mannah Sylvia; Wild Mark (MD); Phil Clarke - TfL  
**Subject:** Re: Mayor's Chairman's Weekly

Thanks for this Howard

Only minor comments tracked in the attached - except one, in the milestone list at the end:

Are you sure you want the Stage 3 opening date to be 'tbc'? That surprised me.

Andy

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

**From:** [Clarke Phil \(ELLP\)](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 28 August 2018 09:32:37

---

Andy- thanks. Will incorporate.

Phil

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 28 August 2018 09:20  
**To:** Mannah Sylvia; Clarke Phil (ELLP)  
**Cc:** Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** RE: Mayor's Chairman's Weekly

Thanks very much for this Phil

I would suggest a small tweak to the penultimate bullet point, tracked in the attached. The aim is to simplify the sentence a bit and also avoid dangling a November 2018 carrot too temptingly!

Andy

---

**From:** Mannah Sylvia  
**Sent:** 24 August 2018 17:57  
**To:** Clarke Phil (ELLP)  
**Cc:** Brown Andy (Corporate Affairs); Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** Re: Mayor's Chairman's Weekly

Thanks Phil. I'll review and provide any comment first thing on Tuesday.

Have a good weekend.

Sylvia

Sent from my iPhone

On 24 Aug 2018, at 17:48, Clarke Phil (ELLP) <[phil@tfl.gov.uk](mailto:phil@tfl.gov.uk)> wrote:

On behalf of Howard, this week's draft, for comment please

Kind regards

Phil

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**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Mannah Sylvia](#); [Clarke Phil \(ELLP\)](#)  
**Cc:** [Wild Mark \(MD\)](#); [Findlay Lucy](#); [external howard Smith](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 28 August 2018 09:20:09  
**Attachments:** [BT Mayors Chairmans Weekly - DRAFT ab.docx](#)

---

Thanks very much for this Phil

I would suggest a small tweak to the penultimate bullet point, tracked in the attached. The aim is to simplify the sentence a bit and also avoid dangling a November 2018 carrot too temptingly!

Andy

[REDACTED]

---

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On behalf of Howard, this week's draft, for comment please

Kind regards

Phil

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

**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 13 August 2018 15:15:27

---

Sorry missed this, no because they can only take place when the relevant software 7.3 has been developed and tested. This is what's TBC in the BT Mayor's Report hence the assurance dates have to be TBC the same.  
Hoping for further update from BT late this week, early next.

Howard

---

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 13 August 2018 12:47  
To: Howard Smith  
Subject: RE: Mayor's Chairman's Weekly

Hi Howard,

Lucy included the info below in the weekly note – do you have any additional info on timings please?

Thanks,

Sylvia

- MTR-C Safety Validation Panel approval for driver training with ETCS  
(timing tbc)
- MTR-C Safety Validation Panel approval for Passenger service  
(timing tbc) [\[s1\]](#)

---

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 13 August 2018 11:34  
To: Mannah Sylvia  
Subject: Re: Mayor's Chairman's Weekly  
Thanks  
Howard

Sent from my iPhone

On 13 Aug 2018, at 10:57, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Thanks Howard. Simon Adams is picking up the wider note.

---

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]  
Sent: 13 August 2018 10:55  
To: Brown Andy (Corporate Affairs); Mannah Sylvia  
Cc: Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy; Doyne Stephanie; Keane Kate  
Subject: RE: Mayor's Chairman's Weekly

Andy and colleagues,

Final version, very minor change from BT (replacing titles in final para with senior management) and I've added a neutral sentence re transition testing post weekend.

Latter will also need updating (along with other things) in the main CRL Weekly Report – not sure who's doing this in Lucy's absence.

Howard

---

From: Howard Smith  
Sent: 13 August 2018 09:46  
To: 'Brown Andy (Corporate Affairs)'; Mannah Sylvia  
Cc: Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay; Doyne Stephanie; Keane Kate  
Subject: RE: Mayor's Chairman's Weekly

Andy,

Thanks. On Stage 2 by end Feb we are not dead yet as BT are going back round again (as I note) and there may be some ability of MTR to compress driver training but I want to be clear that BT will not hit the Oct and Nove dates they committed to (they would have to be doing formal testing in the Heathrow tunnels this month – which they won't).

Typo noted. Will wait for BT comments and finalise.

Howard

---

From: Brown Andy (Corporate Affairs) [[mailto:\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)]  
Sent: 13 August 2018 09:37

To: Howard Smith; Mannah Sylvia  
Cc: Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay; Doyne Stephanie; Keane Kate  
Subject: RE: Mayor's Chairman's Weekly

Thanks very much for this Howard, and sorry to be slow to reply.

My only substantive comment is that the delay to full Stage 2 services is bound to draw a lot of attention, but I suspect that's just something we'll have to live with.

And tiny comment: there is an "it's" that should be "its" in the third-to-last paragraph.

Andy

[REDACTED] | [REDACTED]

---

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

Sent: 10 August 2018 19:43

To: Mannah Sylvia; Brown Andy (Corporate Affairs)

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

Subject: Mayor's Chairman's Weekly

This week's draft, relatively few changes from last week pending updated programme.

Comments Monday morning please.

Good weekend

Howard

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\*\*\*\*\*

---

Shouldn't we have these dates if we have the dates for stage 3?

WRZ: Howard was pushing BT for a programme to confirm schedule. Has not yet been reported to TfL.



**From:** [Howard Smith](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#); [Mannah Sylvia](#)  
**Cc:** [Clarke Phil \(ELLP\)](#); [Wild Mark \(CEO Crossrail\)](#); [Findlay Lucy](#); [Doyne Stephanie](#); [Keane Kate](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 13 August 2018 10:55:40  
**Attachments:** [Mavors-Chairmans Weekly 130818 \(Final\).docx](#)

---

Andy and colleagues,

Final version, very minor change from BT (replacing titles in final para with senior management) and I've added a neutral sentence re transition testing post weekend.

Latter will also need updating (along with other things) in the main CRL Weekly Report – not sure who's doing this in Lucy's absence.

Howard

---

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Sent: 13 August 2018 09:46  
To: 'Brown Andy (Corporate Affairs)'; Mannah Sylvia  
Cc: Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay; Doyne Stephanie; Keane Kate  
Subject: RE: Mayor's Chairman's Weekly

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Thanks. On Stage 2 by end Feb we are not dead yet as BT are going back round again (as I note) and there may be some ability of MTR to compress driver training but I want to be clear that BT will not hit the Oct and Nove dates they committed to (they would have to be doing formal testing in the Heathrow tunnels this month – which they wont).

Typo noted. Will wait for BT comments and finalise.

Howard

---

From: Brown Andy (Corporate Affairs) [mailto:[\[REDACTED\]](#)@tfl.gov.uk]  
Sent: 13 August 2018 09:37  
To: Howard Smith; Mannah Sylvia  
Cc: Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay; Doyne Stephanie; Keane Kate  
Subject: RE: Mayor's Chairman's Weekly

Thanks very much for this Howard, and sorry to be slow to reply.

My only substantive comment is that the delay to full Stage 2 services is bound to draw a lot of attention, but I suspect that's just something we'll have to live with.

And tiny comment: there is an "it's" that should be "its" in the third-to-last paragraph.

Andy

---

From: Howard Smith [mailto:[\[REDACTED\]](#)@crossrail.co.uk]  
Sent: 10 August 2018 19:43  
To: Mannah Sylvia; Brown Andy (Corporate Affairs)  
Cc: Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy  
Subject: Mayor's Chairman's Weekly

This week's draft, relatively few changes from last week pending updated programme.

Comments Monday morning please.

Good weekend

Howard

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\*\*\*\*\*

**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [external howard Smith](#); [Mannah Sylvia](#)  
**Cc:** [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#); [Findlay Lucy](#); [Doyne Stephanie](#); [Keane Kate](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 13 August 2018 09:36:40  
**Attachments:** [Mayors-Chairmans Weekly 130818.docx](#)

---

Thanks very much for this Howard, and sorry to be slow to reply.

My only substantive comment is that the delay to full Stage 2 services is bound to draw a lot of attention, but I suspect that's just something we'll have to live with.

And tiny comment: there is an "it's" that should be "its" in the third-to-last paragraph.

Andy

[REDACTED] | [REDACTED]

---

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

**Sent:** 10 August 2018 19:43

**To:** Mannah Sylvia; Brown Andy (Corporate Affairs)

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

**Subject:** Mayor's Chairman's Weekly

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**From:** [Clarke Phil \(ELLP\)](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Wild Mark \(MD\)](#); [Findlay Lucy](#); [external howard Smith](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 28 August 2018 16:15:19

---

Sylvia, that's the 65 trains we originally ordered to cover all Crossrail stages.  
The additional 5 (taking the total fleet size to 70) we have since ordered for going to Reading and for increased Heathrow services come later next year.

Regards

Phil

---

**From:** Mannah Sylvia  
**Sent:** 28 August 2018 16:01  
**To:** Clarke Phil (ELLP); Brown Andy (Corporate Affairs)  
**Cc:** Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** RE: Mayor's Chairman's Weekly

Thanks Phil.

Can I please confirm how many trains will complete the fleet by summer 2019?

Thanks,

Sylvia

---

**From:** Clarke Phil (ELLP)  
**Sent:** 28 August 2018 15:36  
**To:** Brown Andy (Corporate Affairs); Mannah Sylvia  
**Cc:** Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** RE: Mayor's Chairman's Weekly

No further comments from BT or amendments from me One typo in the last bullet point corrected in this version.

Kind regards

Phil

---

**From:** Clarke Phil (ELLP)  
**Sent:** 28 August 2018 13:57  
**To:** Brown Andy (Corporate Affairs); Mannah Sylvia  
**Cc:** Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** RE: Mayor's Chairman's Weekly

Andy,

Reworked paras as marked.

Awaiting BT to come back to me on the first bullet, last sentence- they want projected train acceptance programme mentioned, and if so I want the emphasis right that delivering the initiatives referred will put the certainty back into that.

Regards

Phil

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 28 August 2018 09:20  
**To:** Mannah Sylvia; Clarke Phil (ELLP)  
**Cc:** Wild Mark (MD); Findlay Lucy; external howard Smith  
**Subject:** RE: Mayor's Chairman's Weekly

Thanks very much for this Phil

I would suggest a small tweak to the penultimate bullet point, tracked in the attached. The aim is to simplify the sentence a bit and also avoid dangling a November 2018 carrot too temptingly!

Andy

[REDACTED]

---

**From:** Mannah Sylvia

**Sent:** 24 August 2018 17:57

**To:** Clarke Phil (ELLP)

**Cc:** Brown Andy (Corporate Affairs); Wild Mark (MD); Findlay Lucy; external howard Smith

**Subject:** Re: Mayor's Chairman's Weekly

Thanks Phil. I'll review and provide any comment first thing on Tuesday.

Have a good weekend.

Sylvia

Sent from my iPhone

On 24 Aug 2018, at 17:48, Clarke Phil (ELLP) <[REDACTED][tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

On behalf of Howard, this week's draft, for comment please

Kind regards

Phil

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**From:** [Mannah Sylvia](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#); [external howard Smith](#)  
**Cc:** [Findlay Lucy](#); [Wild Mark \(MD\)](#); [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 06 August 2018 09:53:33  
**Attachments:** [Mayors-Chairmans Weekly 060818 V2 SM.DOCX](#)

---

Thanks Howard and Andy,  
Some very minor tweaks from me in the attached.  
Thanks,  
Sylvia

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 06 August 2018 09:18  
**To:** external howard Smith  
**Cc:** Findlay Lucy; Mannah Sylvia; Wild Mark (MD); Clarke Phil (ELLP)  
**Subject:** Re: Mayor's Chairman's Weekly

Thanks for this Howard

Only minor comments tracked in the attached - except one, in the milestone list at the end:

Are you sure you want the Stage 3 opening date to be 'tbc'? That surprised me.

Andy

**From:** [Howard Smith](#)  
**To:** [Findlay Lucy](#); [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Wild Mark \(CEO Crossrail\)](#); [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 06 August 2018 08:13:12  
**Attachments:** [Mayors-Chairmans Weekly 060818 V2.docx](#)

---

Version 2, hopefully better drafted, clearer. Any comments this morning please.

Howard

---

From: Howard Smith

Sent: 06 August 2018 07:30

To: Lucy Findlay; Mannah Sylvia; Brown Andy ([REDACTED]@tube.tfl.gov.uk)

Cc: [REDACTED]@tfl.gov.uk; Phil Clarke - TfL

Subject: Re: Mayor's Chairman's Weekly

For anyone who hasn't looked through this yet, I'll have an updated draft out by 0815.

Howard

Sent from my iPad

On 3 Aug 2018, at 17:47, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Draft attached after two week break.

A little bit rushed (will tidy Monday) and probably needs a refresh of the format alongside the CRL equivalent but this ones 'as is' (but with more on reliability growth as per Mayor's Office request, more still on that in future reports.

Also have BT Chairman's call next week (Tuesday) and will draft note from Mike to Bellemare following the recent visit (as asked at ELRB last Friday).

Comments Monday morning please.

Howard

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**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [external howard Smith](#)  
**Cc:** [Findlay Lucy](#); [Mannah Sylvia](#); [Wild Mark \(CEO Crossrail\)](#); [Clarke Phil \(ELLP\)](#)  
**Subject:** Re: Mayor's Chairman's Weekly  
**Date:** 06 August 2018 09:18:04  
**Attachments:** [Mayors-Chairmans Weekly 060818 V2 ab.docx](#)  
[ATT00001.htm](#)

---

Thanks for this Howard

Only minor comments tracked in the attached - except one, in the milestone list at the end:

Are you sure you want the Stage 3 opening date to be 'tbc'? That surprised me.

Andy



**From:** [Mannah Sylvia](#)  
**To:** [Zavitz Richard](#)  
**Subject:** RE: Now for transition testing  
**Date:** 14 August 2018 10:10:00  
**Attachments:** [Weekly Mayor Update 130818.docx](#)

---

Thank you so much! Attached is the almost finalised version. I need to work with Andy to answer the remaining questions, but please review and make sure I've not made any factual errors.

Thanks,  
Sylvia

---

**From:** Zavitz Richard  
**Sent:** 14 August 2018 09:54  
**To:** Mannah Sylvia  
**Subject:** RE: Now for transition testing  
That should now be everything for this week.  
Let me know if you need anything more.  
Thanks  
Richard

---

**From:** Mannah Sylvia  
**Sent:** 14 August 2018 09:28  
**To:** Zavitz Richard  
**Subject:** RE: Now for transition testing  
Thank you.

**From:** Zavitz Richard  
**Sent:** 13 August 2018 17:35  
**To:** Mannah Sylvia  
**Subject:** Now for transition testing  
Notes on transition testing addition to section 4.3. Please edit as appropriate.

[

The logistical aspects of the testing went well, with the Network Rail Special Protection Zone on the Great Eastern being set up on time and being handed back on time. All of the arrangements for co-ordination of train movements between the Crossrail Route Control Centre and Network Rail Liverpool Street Integrated Electronic Control Centre also worked well. Trains were successfully moved between the Central Operating Section and Maryland. This enabled tests of signalling radio coverage and track database checks to be undertaken and also allowed radio coverage testing in the portal area to be successfully completed.

The testing activities identified a number of significant and complex issues which are being actively investigated with a view to either fully resolving or establishing a practical workaround prior to the next Dynamic Testing Window in 2 weeks time. The key issues identified are:

- Difficulties of getting the train to successfully operate in CBTC modes whilst the onboard ETCS equipment is active (known as "Integrated Mode").
- Errors in the Level Transition balises (differences between the messages provided and what the train was expecting).
- CBTC balise positioning issues leading to emergency brake applications.

All of these issues are being actively worked by both Siemens and Bombardier and the challenge now is to agree the priority of what the teams will focus on whilst not impacting later critical milestones.

]

Thanks  
Richard

**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Now for transition testing  
**Date:** 14 August 2018 10:29:28  
**Attachments:** [Weekly Mayor Update 130818 WRZ\(2\).docx](#)

---

Hi Sylvia –

A few suggestions included as track changes.

Thanks

Richard

---

**From:** Mannah Sylvia  
**Sent:** 14 August 2018 10:10  
**To:** Zavitz Richard  
**Subject:** RE: Now for transition testing  
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All of these issues are being actively worked by both Siemens and Bombardier and the challenge now is to agree the priority of what the teams will focus on whilst not impacting later critical milestones.

]

Thanks

Richard

**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Quick check : Crossrail schedule performance  
**Date:** 14 August 2018 12:37:39

---

May be better to say – no progress planned due to the handover of the tunnels from construction teams to enable dynamic testing last weekend.

Richard

---

**From:** Mannah Sylvia  
**Sent:** 14 August 2018 12:35  
**To:** Zavitz Richard  
**Subject:** RE: Quick check : Crossrail schedule performance  
[Cool so I can say no progress planned due to the Dynamic Testing.](#)

---

**From:** Zavitz Richard  
**Sent:** 14 August 2018 12:34  
**To:** Mannah Sylvia  
**Subject:** RE: Quick check : Crossrail schedule performance  
CRL are switching between the construction work (11 days) and testing (3 days). This past weekend was a testing weekend. So last week they had to handover the tunnels (or turn-over) to the testing teams. The handover process takes some time so they would not have planned as much construction in the days leading up to the handover as they would have the week before when they didn't need to hand it over on the weekend.

Hope that helps.

Richard

---

**From:** Mannah Sylvia  
**Sent:** 14 August 2018 12:31  
**To:** Zavitz Richard  
**Subject:** RE: Quick check : Crossrail schedule performance  
[Thanks Richard but what do you mean by the tunnel was turned over?](#)

---

**From:** Zavitz Richard  
**Sent:** 14 August 2018 12:14  
**To:** Mannah Sylvia  
**Subject:** RE: Quick check : Crossrail schedule performance  
Hi Sylvia,

I have received some input from the P-Rep team suggesting that no progress was planned as the tunnel was turned-over during the week to Dynamic Testing for the weekend.

If we need more detail, I can follow-up with Chris Sexton.

Richard

---

**From:** Mannah Sylvia  
**Sent:** 14 August 2018 11:37  
**To:** 'Rob Little'; Zavitz Richard  
**Cc:** Richard Palczynski; Gurpreet Kaur  
**Subject:** RE: Quick check : Crossrail schedule performance  
Hi all,

Thanks for all your help again. Mike Brown has asked for an explanation about why there was no planned progress for the points below. Can you please help?

Thanks,

Sylvia

- Firemain: 89 per cent complete (vs forecast 89 per cent complete), no planned progress in the week
  - Drainage: 89 per cent complete (vs forecast 91 per cent complete), no planned progress in the week
- 

**From:** Rob Little [mailto:[RobLittle@crossrail.co.uk](mailto:RobLittle@crossrail.co.uk)]  
**Sent:** 14 August 2018 10:19  
**To:** Zavitz Richard  
**Cc:** Mannah Sylvia; Richard Palczynski; Gurpreet Kaur  
**Subject:** RE: Quick check : Crossrail schedule performance  
[Richard](#)

[Here's a bit more on the Tunnel Vent:](#)

---

|                     |        |        |        |
|---------------------|--------|--------|--------|
| % complete per week | WE 277 | WE 278 | WE 279 |
| TVS Overall         | 94.7 % | 95.3%  | 96.2 % |

Regards,

**From:** Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 14 August 2018 09:53  
**To:** Rob Little  
**Cc:** Mannah Sylvia; Richard Palczynski; Gurpreet Kaur  
**Subject:** RE: Quick check : Crossrail schedule performance  
Thank you Rob for the quick response.

Let us know if there is anything more to be said about the permanent ventilation.

Richard

**From:** Rob Little [mailto:RobLittle@crossrail.co.uk]  
**Sent:** 14 August 2018 09:33  
**To:** Richard Palczynski; Zavitz Richard; Gurpreet Kaur  
**Cc:** Mannah Sylvia  
**Subject:** RE: Quick check : Crossrail schedule performance  
Richard & Richard

This is in the rounding.

For cabling to one decimal place – there was a circa 0.4% increase when I calculated the total.

For the permanent ventilation my understanding is that for week 278 it was rounded down to 95%. This is being looked at by the team.

Hope that helps.

Regards

**From:** Richard Palczynski  
**Sent:** 13 August 2018 17:40  
**To:** Zavitz Richard; Rob Little; Gurpreet Kaur  
**Cc:** Mannah Sylvia  
**Subject:** Re: Quick check : Crossrail schedule performance  
Guys,  
Please can you check this ASAP for Richard.

Regards,

Rich

**Richard Palczynski | Programme Controls Director**

Crossrail | [25 Canada Square, Canary Wharf, London, E14 5LQ](#)

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[www.crossrail.co.uk](http://www.crossrail.co.uk)

MOVING LONDON FORWARD

On 13 Aug 2018, at 17:17, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

Hi Richard,

I'm hoping you can check something quickly for me. We prepare a weekly note to the Mayor and have started to include key schedule metrics for the completion of the tunnel installations.

From the numbers last week the per cent complete had not changed this week despite progress being made. Can you check this is correct for the two below? May just be a rounding thing. Numbers should reflect progress to end of Thursday last week.

- Cabling: 94 per cent complete (vs forecast 97 per cent complete), 12,000m installed in the week
- Permanent tunnel ventilation: 95 per cent complete (vs forecast 96 per cent complete) progress made on IRNs, and cable glanding and terminations

Thank you

Richard

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

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**From:** [Mannah Sylvia](#)  
**To:** [Zavitz Richard](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: Request for information: weekly mayor report  
**Date:** 16 August 2018 12:52:12

---

Richard,

Andy has suggested that because a lot of the info remains static for a period, for next week's note, we could do a smaller note which only focuses on the relevant updates, but also includes Howard's note.

Hopefully this makes it easier for you?

Once the note is done, please can you send it to Steph Doyne cc'd.

Thanks again for picking this up for me.

Best wishes,

Sylvia

---

**From:** Zavitz Richard  
**Sent:** 14 August 2018 13:11  
**To:** Chris Sexton (Crossrail)  
**Cc:** Adams Simon; Mannah Sylvia  
**Subject:** RE: Request for information: weekly mayor report

Hi Chris,

To give you context, find attached the weekly note we submitted to City Hall today.

Let me know if you have any questions and I'll touch base on Friday after the weekly call.

Thank you again for your help.

Richard

---

**From:** Zavitz Richard  
**Sent:** 13 August 2018 16:54  
**To:** Chris Sexton (Crossrail)  
**Cc:** Adams Simon; Mannah Sylvia  
**Subject:** Re: Request for information: weekly mayor report

Hi Chris,

Thank you for your help with this. We aim to draft the note by Friday midday and submit to the commissioner's office for review over the weekend. We then respond to comments on Monday for submission to the Mayor by the end of the day.

It would be great if you could provide the factual info by close of play Thursday and then any further notes as per the list below soon after the Friday sponsor call. It would be a help if you could be available on

Monday to respond to any questions.

Lucy provided the info for today's note before she left so we can start this Thursday.

Let me know if you have any questions

Thanks again

Richard

On Mon, Aug 13, 2018 at 4:43 PM +0100, "Chris Sexton" <[\[REDACTED\]](#)> wrote:

Richard

When are your deadlines by which you need this info?

Chris

Chris Sexton | Technical Director  
Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)

[\[REDACTED\]](#) | [\[REDACTED\]](#) |  
Office location: 28 GM 05

---

**From:** Caren Romer-Ormiston  
**Sent:** 13 August 2018 16:38  
**To:** 'Zavitz Richard'  
**Cc:** Adams Simon; Mannah Sylvia; Chris Sexton  
**Subject:** RE: Request for information: weekly mayor report

Richard,

Chris Sexton is going to help with the info you require below and should you need anything further after that.

Chris is cc'd above.

Thanks

Caren

**Caren Romer-Ormiston | Executive Assistant to Simon Wright OBE, CEO**

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

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[www.crossrail.co.uk](http://www.crossrail.co.uk)

#### MOVING LONDON FORWARD

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

**Sent:** 13 August 2018 13:13

**To:** Caren Romer-Ormiston

**Cc:** Adams Simon; Mannah Sylvia

**Subject:** Request for information: weekly mayor report

Hi Caren,

In Lucy's absence, I'm hoping you'll be able to help us identify how we can get the information we need for the weekly note to the mayor. Lucy was going to make arrangements, though didn't confirm before she went on annual leave.

I have outlined in the table below what information is included in the weekly update. We can update most of the note based on the information shared in the weekly sponsor call on Friday morning, though would benefit from some information being sent directly to us, including:

- factual information (highlighted below in green);
- descriptions of key activities or highlights CRL want to share with the Mayor; and,
- descriptions of any of CRL's actions to monitor progress, engage contractors, or implement mitigations as relevant

In addition, Mike Brown's office typically has follow-up questions on Monday regarding the information shared. It would be helpful to identify someone within CRL who we can contact on Monday to seek clarifications as needed. We aim to get the note to the Mayor on Monday end of day.

| Report Headings                       | Request for information  |
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Thank you

Richard

**Richard Zavitz**

Principal Sponsor | Crossrail Joint Sponsor Team

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**From:** [Zavitz Richard](#)  
**To:** [Chris Sexton \(Crossrail\)](#)  
**Cc:** [Adams Simon](#); [Mannah Sylvia](#)  
**Subject:** RE: Request for information: weekly mayor report  
**Date:** 14 August 2018 13:10:34  
**Attachments:** [Weekly Mayor Update 130818 final.docx](#)

---

Hi Chris,

To give you context, find attached the weekly note we submitted to City Hall today.  
Let me know if you have any questions and I'll touch base on Friday after the weekly call.  
Thank you again for your help.  
Richard

---

**From:** Zavitz Richard  
**Sent:** 13 August 2018 16:54  
**To:** Chris Sexton (Crossrail)  
**Cc:** Adams Simon; Mannah Sylvia  
**Subject:** Re: Request for information: weekly mayor report  
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Let me know if you have any questions  
Thanks again  
Richard

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Richard  
When are your deadlines by which you need this info?  
Chris

Chris Sexton | Technical Director  
Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)  
[\[REDACTED\]](#) | [\[REDACTED\]](#) | [\[REDACTED\]](#)  
Office location: 28 GM 05

---

**From:** Caren Romer-Ormiston  
**Sent:** 13 August 2018 16:38  
**To:** 'Zavitz Richard'  
**Cc:** Adams Simon; Mannah Sylvia; Chris Sexton  
**Subject:** RE: Request for information: weekly mayor report  
Richard,

Chris Sexton is going to help with the info you require below and should you need anything further after that.  
Chris is cc'd above.  
Thanks  
Caren

**Caren Romer-Ormiston | Executive Assistant to Simon Wright OBE, CEO**  
Crossrail | 25 Canada Square, Canary Wharf, London E14 5LQ  
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[www.crossrail.co.uk](#)

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**Sent:** 13 August 2018 13:13

**To:** Caren Romer-Ormiston  
**Cc:** Adams Simon; Mannah Sylvia  
**Subject:** Request for information: weekly mayor report  
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Thank you  
Richard

---

**Richard Zavitz**

Principal Sponsor | Crossrail Joint Sponsor Team

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**From:** [Zavitz Richard](#)  
**To:** [Chris Sexton \(Crossrail\)](#)  
**Cc:** [Adams Simon](#); [Mannah Sylvia](#)  
**Subject:** RE: Request for information: weekly mayor report  
**Date:** 14 August 2018 13:10:33  
**Attachments:** [Weekly Mayor Update 130818 final.docx](#)

---

Hi Chris,

To give you context, find attached the weekly note we submitted to City Hall today.  
Let me know if you have any questions and I'll touch base on Friday after the weekly call.  
Thank you again for your help.  
Richard

---

**From:** Zavitz Richard  
**Sent:** 13 August 2018 16:54  
**To:** Chris Sexton (Crossrail)  
**Cc:** Adams Simon; Mannah Sylvia  
**Subject:** Re: Request for information: weekly mayor report  
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Lucy provided the info for today's note before she left so we can start this Thursday.  
Let me know if you have any questions  
Thanks again  
Richard

On Mon, Aug 13, 2018 at 4:43 PM +0100, "Chris Sexton" <[\[REDACTED\]](#)> wrote:

Richard  
When are your deadlines by which you need this info?  
Chris

Chris Sexton | Technical Director  
Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)  
[\[REDACTED\]](#) | [\[REDACTED\]](#) | [\[REDACTED\]](#)  
Office location: 28 GM 05

---

**From:** Caren Romer-Ormiston  
**Sent:** 13 August 2018 16:38  
**To:** 'Zavitz Richard'  
**Cc:** Adams Simon; Mannah Sylvia; Chris Sexton  
**Subject:** RE: Request for information: weekly mayor report  
Richard,  
Chris Sexton is going to help with the info you require below and should you need anything further after that.  
Chris is cc'd above.  
Thanks  
Caren  
**Caren Romer-Ormiston | Executive Assistant to Simon Wright OBE, CEO**  
Crossrail | 25 Canada Square, Canary Wharf, London E14 5LQ  
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[www.crossrail.co.uk](#)

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**From:** Zavitz Richard [mailto:[\[REDACTED\]](#)@tfl.gov.uk]  
**Sent:** 13 August 2018 13:13

**To:** Caren Romer-Ormiston  
**Cc:** Adams Simon; Mannah Sylvia  
**Subject:** Request for information: weekly mayor report  
Hi Caren,

In Lucy's absence, I'm hoping you'll be able to help us identify how we can get the information we need for the weekly note to the mayor. Lucy was going to make arrangements, though didn't confirm before she went on annual leave.

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Thank you  
Richard

---

**Richard Zavitz**

Principal Sponsor | Crossrail Joint Sponsor Team

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

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**From:** [Esther English](#)  
**To:** [Zavitz Richard](#); [Richard Palczynski](#)  
**Cc:** [Little Rob](#); [Chris Sexton \(Crossrail\)](#); [Findlay Lucy](#)  
**Subject:** RE: Request for information: weekly mayor report  
**Date:** 16 August 2018 16:39:04

---

Dear Richard,

Please find below the updated information with regards to the metrics. The sections on IRNs, Station completion and staged completion for Approvals, are updated periodically and so will be revised next week.

Updated metrics:

- Cabling: 95 per cent complete (vs forecast 97 per cent complete)
- Tunnel Walkways: 87 per cent complete (vs forecast 85 per cent complete)
- Firemain: 89 per cent complete (vs forecast 89 per cent complete)
- Drainage: 89 per cent complete (vs forecast 91 per cent complete)
- Permanent tunnel ventilation: 96 per cent complete (vs forecast 96 per cent complete)
- Lighting: 31 per cent complete (vs forecast 29 per cent complete)

As requested, the contact for Monday will be Rob Little who is copied in.

Kind regards,

Esther

Esther English | Controls Transition and Reporting Manager

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

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

Sent: 16 August 2018 10:43

To: Richard Palczynski

Cc: Rob Little; Esther English

Subject: RE: Request for information: weekly mayor report

Hi Richard,

The latest note we pull together each week is attached. Lucy typically updates the note directly with tracked changes. You could either do that or provide the data directly to me and I can update the note.

Thanks

Richard

---

From: Richard Palczynski [mailto:[REDACTED]@crossrail.co.uk]

Sent: 16 August 2018 10:29

To: Zavitz Richard

Cc: Rob Little; Esther English

Subject: FW: Request for information: weekly mayor report

Richard,

Please can you send us the last update that Lucy issued to you. We need to see what format Lucy send you stuff.

Regards,

Rich

Richard Palczynski | Programme Controls Director

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

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---

From: Chris Sexton

Sent: 14 August 2018 16:17

To: Richard Palczynski; Esther English; Rob Little

Subject: RE: Request for information: weekly mayor report

Thanks everyone. Please send to Richard Zavitz direct, copy to me.

Thanks again

Chris



Chris Sexton | Technical Director  
Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)

Office location: 28 GM 05

---

From: Richard Palczynski  
Sent: 14 August 2018 15:26  
To: Esther English; Rob Little  
Cc: Chris Sexton  
Subject: RE: Request for information: weekly mayor report  
Esther, Rob,  
Please can you, by COB Thursday, provide the information requested in GREEN  
Regards,  
Rich

Richard Palczynski | Programme Controls Director  
Crossrail | [25 Canada Square, Canary Wharf, London, E14 5LQ](#)  
T [\[redacted\] \(Ext \[redacted\] | M \[redacted\] | CS28/BM/04 | \[redacted\] \[crossrail.co.uk\]\(mailto:\[redacted\]@crossrail.co.uk\)](#)  
[www.crossrail.co.uk](http://www.crossrail.co.uk)  
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---

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Subject: Re: Request for information: weekly mayor report  
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Lucy provided the info for today's note before she left so we can start this Thursday.  
Let me know if you have any questions  
Thanks again  
Richard

---

From: Zavitz Richard [mailto:[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)]  
Sent: 13 August 2018 13:13  
To: Caren Romer-Ormiston  
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Thank you  
Richard

---

Richard Zavitz  
Principal Sponsor | Crossrail Joint Sponsor Team  
Phone: [REDACTED] (auto [REDACTED]) |  
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\*\*\*\*\*

**From:** [Mannah Sylvia](#)  
**To:** [Erica Walker](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Doyne Stephanie](#); [Steer Tim](#); [Claire Hamilton](#)  
**Subject:** RE: TfL Restricted - Crossrail Briefing  
**Date:** 10 August 2018 17:38:00  
**Attachments:** [Weekly Mayor Update 070818\\_comments \(2\) \(2\).docx](#)

---

Hi Erica,  
Please find the note attached with the answers to David's questions.  
Best wishes,  
Sylvia

---

**From:** Erica Walker [mailto: [REDACTED]@london.gov.uk]  
**Sent:** 09 August 2018 18:09  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Mannah Sylvia; Doyne Stephanie; Steer Tim; Claire Hamilton  
**Subject:** RE: TfL Restricted - Crossrail Briefing  
Hi Andy – Please see some comments and questions from David in the attached. Could you come back to me with answers to these?  
The questions about the timing of the Mayor's meeting is being addressed separately so no need come back on this point.  
Many thanks

Erica

---

**From:** Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tube.tfl.gov.uk]  
**Sent:** 08 August 2018 17:36  
**To:** Erica Walker  
**Cc:** Mannah Sylvia ; Doyne Stephanie ; Tim Steer ; Claire Hamilton  
**Subject:** RE: TfL Restricted - Crossrail Briefing

Hi Erica

Apologies again for the delay. Please find this week's briefing note attached.

Andy

---

**From:** Erica Walker [mailto: [REDACTED]@london.gov.uk]  
**Sent:** 07 August 2018 17:48  
**To:** Doyne Stephanie; Steer Tim; Claire Hamilton  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: TfL Restricted - Crossrail Briefing  
Okay thanks for the update

---

**From:** Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 07 August 2018 17:18  
**To:** Tim Steer < [REDACTED]@london.gov.uk>; Claire Hamilton < [REDACTED]@london.gov.uk>; Erica Walker < [REDACTED]@london.gov.uk>  
**Cc:** Andrew J. Brown < [REDACTED]@tube.tfl.gov.uk>  
**Subject:** TfL Restricted - Crossrail Briefing

Hi all,

We are still awaiting some further clarification from the team on the Crossrail note. We will try and get it to you as soon as possible. Apologies for the delay.

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 |  
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**From:** [Erica Walker](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Mannah Sylvia](#); [Doyne Stephanie](#); [Steer Tim](#); [Claire Hamilton](#)  
**Subject:** RE: TfL Restricted - Crossrail Briefing  
**Date:** 09 August 2018 18:09:11  
**Attachments:** [Weekly Mayor Update 070818 MB3.docx](#)

---

Hi Andy – Please see some comments and questions from David in the attached. Could you come back to me with answers to these?

The questions about the timing of the Mayor's meeting is being addressed separately so no need come back on this point.

Many thanks

Erica

---

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tube.tfl.gov.uk]  
Sent: 08 August 2018 17:36  
To: Erica Walker  
Cc: Mannah Sylvia ; Doyne Stephanie ; Tim Steer ; Claire Hamilton  
Subject: RE: TfL Restricted - Crossrail Briefing

Hi Erica

Apologies again for the delay. Please find this week's briefing note attached.

Andy

[REDACTED] | [REDACTED]

---

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]  
Sent: 07 August 2018 17:48  
To: Doyne Stephanie; Steer Tim; Claire Hamilton  
Cc: Brown Andy (Corporate Affairs)  
Subject: RE: TfL Restricted - Crossrail Briefing  
Okay thanks for the update

---

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 07 August 2018 17:18  
To: Tim Steer < [REDACTED]@london.gov.uk>; Claire Hamilton < [REDACTED]@london.gov.uk>; Erica Walker < [REDACTED]@london.gov.uk>  
Cc: Andrew J. Brown < [REDACTED]@tube.tfl.gov.uk>  
Subject: TfL Restricted - Crossrail Briefing

Hi all,

We are still awaiting some further clarification from the team on the Crossrail note. We will try and get it to you as soon as possible. Apologies for the delay.

Kind regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager | Corporate Affairs

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**From:** [Erica Walker](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Mannah Sylvia](#); [Doyne Stephanie](#); [Steer Tim](#); [Claire Hamilton](#)  
**Subject:** RE: TfL Restricted - Crossrail Briefing  
**Date:** 09 August 2018 18:09:03  
**Attachments:** [Weekly Mayor Update 070818 MB3.docx](#)

---

Hi Andy – Please see some comments and questions from David in the attached. Could you come back to me with answers to these?

The questions about the timing of the Mayor's meeting is being addressed separately so no need come back on this point.

Many thanks

Erica

---

From: Brown Andy (Corporate Affairs) [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 08 August 2018 17:36  
To: Erica Walker  
Cc: Mannah Sylvia ; Doyne Stephanie ; Tim Steer ; Claire Hamilton  
Subject: RE: TfL Restricted - Crossrail Briefing

Hi Erica

Apologies again for the delay. Please find this week's briefing note attached.

Andy

[REDACTED] | [REDACTED]

---

From: Erica Walker [mailto: [REDACTED]@london.gov.uk]  
Sent: 07 August 2018 17:48  
To: Doyne Stephanie; Steer Tim; Claire Hamilton  
Cc: Brown Andy (Corporate Affairs)  
Subject: RE: TfL Restricted - Crossrail Briefing  
Okay thanks for the update

---

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 07 August 2018 17:18  
To: Tim Steer < [REDACTED]@london.gov.uk>; Claire Hamilton < [REDACTED]@london.gov.uk>; Erica Walker < [REDACTED]@london.gov.uk>  
Cc: Andrew J. Brown < [REDACTED]@tfl.gov.uk>  
Subject: TfL Restricted - Crossrail Briefing

Hi all,

We are still awaiting some further clarification from the team on the Crossrail note. We will try and get it to you as soon as possible. Apologies for the delay.

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:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Erica Walker](#)  
**Cc:** [Mannah Sylvia](#); [Doyne Stephanie](#); [Steer Tim](#); [Claire Hamilton](#)  
**Subject:** RE: TfL Restricted - Crossrail Briefing  
**Date:** 08 August 2018 17:35:55  
**Attachments:** [Weekly Mayor Update 070818 MB.docx](#)

---

Hi Erica

Apologies again for the delay. Please find this week's briefing note attached.

Andy

---

**From:** Erica Walker [mailto: [REDACTED]@london.gov.uk]  
**Sent:** 07 August 2018 17:48  
**To:** Doyne Stephanie; Steer Tim; Claire Hamilton  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: TfL Restricted - Crossrail Briefing  
Okay thanks for the update

---

From: Doyne Stephanie [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 07 August 2018 17:18  
To: Tim Steer ; Claire Hamilton ; Erica Walker  
Cc: Andrew J. Brown  
Subject: TfL Restricted - Crossrail Briefing

Hi all,

We are still awaiting some further clarification from the team on the Crossrail note. We will try and get it to you as soon as possible. Apologies for the delay.

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:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Steer Tim](#); [Erica Walker](#); [Claire Hamilton](#)  
**Cc:** [Doyne Stephanie](#); [Mannah Sylvia](#)  
**Subject:** RE: TfL Restricted - Crossrail Briefing  
**Date:** 14 August 2018 12:48:40  
**Attachments:** [Weekly Mayor Update 130818 final.docx](#)

---

Tim / Erica / Claire

Final version of this week's briefing note attached (Tuesday lunchtime rather than Wednesday COP this week!).

A lot of this note (as has been the case with most previous notes) is the same as last week; the big changes happen every four week Period. I wonder whether there's any chance that along with the new format David B has asked for, we could try switching to e.g. producing a full note every four weeks and then just smaller updates on the weeks in between - which would only be perhaps 3-5 paragraphs?

Andy

[REDACTED] | [REDACTED]

---

**From:** Tim Steer [mailto:[REDACTED]@london.gov.uk]  
**Sent:** 14 August 2018 10:46  
**To:** Doyne Stephanie; Mannah Sylvia; Erica Walker; Brown Andy (Corporate Affairs)  
**Cc:** Claire Hamilton  
**Subject:** RE: TfL Restricted - Crossrail Briefing

Thank you. Yes, that was his comment when he received the updated note.

Tim

---

**From:** Doyne Stephanie [mailto:[REDACTED]@tfl.gov.uk]  
**Sent:** 14 August 2018 10:30  
**To:** Tim Steer ; Mannah Sylvia ; Erica Walker ; Andrew J. Brown  
**Cc:** Claire Hamilton  
**Subject:** RE: TfL Restricted - Crossrail Briefing

Hi Tim,

We are finalising the note this morning (just waiting for feedback from Mike on how his meeting went with Andrew Haines yesterday) and we will send over.

Did David say he still had concerns after reviewing the updated note we sent across last week?

Kind regards

Stephanie

---

**From:** Tim Steer [mailto:[REDACTED]@london.gov.uk]  
**Sent:** 14 August 2018 10:25  
**To:** Mannah Sylvia; Erica Walker; Brown Andy (Corporate Affairs)  
**Cc:** Doyne Stephanie; Claire Hamilton  
**Subject:** RE: TfL Restricted - Crossrail Briefing

Hi all

Please can I check on the progress of this week's briefing?

So you know, David B said the following in response to the update of last week's: "Some concerns there, which we'll need to follow-up on based on the content of this week's report."

Tim

---

**From:** Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]  
**Sent:** 10 August 2018 17:38  
**To:** Erica Walker <[REDACTED]@london.gov.uk>; Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>  
**Cc:** Doyne Stephanie <[REDACTED]@tfl.gov.uk>; Tim Steer <[REDACTED]@london.gov.uk>;

Claire Hamilton <[REDACTED]@london.gov.uk>

Subject: RE: TfL Restricted - Crossrail Briefing

Hi Erica,

Please find the note attached with the answers to David's questions.

Best wishes,

Sylvia

---

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

**Sent:** 09 August 2018 18:09

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

**Cc:** Mannah Sylvia; Doyne Stephanie; Steer Tim; Claire Hamilton

**Subject:** RE: TfL Restricted - Crossrail Briefing

Hi Andy – Please see some comments and questions from David in the attached. Could you come back to me with answers to these?

The questions about the timing of the Mayor's meeting is being addressed separately so no need come back on this point.

Many thanks

Erica

---

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

Sent: 08 August 2018 17:36

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

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

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

Subject: RE: TfL Restricted - Crossrail Briefing

Hi Erica

Apologies again for the delay. Please find this week's briefing note attached.

Andy

---

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

**Sent:** 07 August 2018 17:48

**To:** Doyne Stephanie; Steer Tim; Claire Hamilton

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

**Subject:** RE: TfL Restricted - Crossrail Briefing

Okay thanks for the update

---

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

Sent: 07 August 2018 17:18

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

Erica Walker <[REDACTED]@london.gov.uk>

Cc: Andrew J. Brown <[REDACTED]@tube.tfl.gov.uk>

Subject: TfL Restricted - Crossrail Briefing

Hi all,

We are still awaiting some further clarification from the team on the Crossrail note. We will try and get it to you as soon as possible. Apologies for the delay.

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:** [Tim Steer](#)  
**To:** [Doyne Stephanie](#); [Claire Hamilton](#); [Erica Walker](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)  
**Subject:** RE: TfL Restricted - Weekly progress update on Crossrail  
**Date:** 21 August 2018 18:45:40

---

Thanks – this is now with the Mayor’s team.

Tim

---

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

Sent: 21 August 2018 17:21

To: Tim Steer ; Claire Hamilton ; Erica Walker

Cc: Andrew J. Brown ; Keane Kate

Subject: TfL Restricted - Weekly progress update on Crossrail

Hi all,

Please find attached this week’s update on the Elizabeth line.

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:** [Chris Sexton](#)  
**To:** [Zavitz Richard](#)  
**Subject:** RE: Weekly Mayor Note  
**Date:** 23 August 2018 14:07:47

---

Thanks Richard. We'll send you the pack of information as usual for this week's update.  
Chris

Chris Sexton | Technical Director  
Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)  
[REDACTED] | [REDACTED]  
Office location: 28 GM 05

---

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

Sent: 23 August 2018 12:18

To: Chris Sexton

Subject: Weekly Mayor Note

Hi Chris,

FYI: Find attached the note we sent to the Mayor this week. We'll put the sections on IRN's, Station Completion, and staged completion for approvals back in this week if the Period 5 update is available.

Thanks again,

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:** [Chris Sexton](#)  
**To:** [Zavitz Richard](#)  
**Cc:** [Adams Simon](#); [Wright Simon \(Crossrail\)](#); [Little Rob](#)  
**Subject:** RE: Weekly mayor update - for CRL input  
**Date:** 17 August 2018 13:00:44  
**Attachments:** [Weekly Mayor Update 21August2018\\_working.docx](#)

---

Richard

As requested. I've left the tracked changes in so that you can see what has changed from your draft.

Chris

Chris Sexton | Technical Director

Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)

██████████ | ██████████ |

Office location: 28 GM 05

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

**Sent:** 17 August 2018 11:08

**To:** Chris Sexton

**Cc:** Adams Simon

**Subject:** Weekly mayor update - for CRL input

Hi Chris,

Thank you in advance for your help. Find attached the draft I have compiled based on the call today and the data from Esther. I have highlighted some areas in yellow where I would appreciate your input to add data, clarify, or sense check. Please input directly into the report and send back.

Would you be able to respond by 2 pm this afternoon?

Feel free to get in touch if you want to discuss.

Thank you

Richard

---

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: ██████████ (auto ██████████) |

4th Floor North Wing, 55 Broadway, London SW1H 0DB | Email:

██████████@tfl.gov.uk

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**From:** [Zavitz Richard](#)  
**To:** [Chris Sexton \(Crossrail\)](#)  
**Cc:** [Adams Simon](#); [Wright Simon \(Crossrail\)](#); [Rob Little](#)  
**Subject:** RE: Weekly mayor update - for CRL input  
**Date:** 17 August 2018 13:31:22

---

Brilliant – thank you Chris for your input. The Mayor appreciates the detail!  
I will be in touch on Monday if the Commissioner’s office has any follow-up questions.  
Have a great weekend.  
Richard

---

**From:** Chris Sexton [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 17 August 2018 13:00  
**To:** Zavitz Richard  
**Cc:** Adams Simon; Wright Simon (Crossrail); Rob Little  
**Subject:** RE: Weekly mayor update - for CRL input  
Richard

As requested. I’ve left the tracked changes in so that you can see what has changed from your draft.  
Chris

Chris Sexton | Technical Director  
Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)  
[REDACTED] | [REDACTED] |  
Office location: 28 GM 05

**From:** Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 17 August 2018 11:08  
**To:** Chris Sexton  
**Cc:** Adams Simon  
**Subject:** Weekly mayor update - for CRL input

Hi Chris,

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Would you be able to respond by 2 pm this afternoon?

Feel free to get in touch if you want to discuss.

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](#)  
**Cc:** [external.howard.Smith](#)  
**Subject:** RE: Weekly Mayor Update 060818  
**Date:** 08 August 2018 14:28:40

---

Hi Sylvia

I believe the text in 7.3 re w stations still stands and is accurate.

I'm aware that Matt Lodge said something about the tender prices in the meeting yesterday but as you will see from the attached latest letter received from NR yesterday – there is a [REDACTED] six stations as currently consented by planning permissions and making them step free, operable etc ie in line with stakeholder commitments and Mayor's aspirations for step free on the route, NR hasn't provided the latest information on tender prices yet etc....

For info the letter was shared with DfT and JST this morning.

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: 08 August 2018 13:48

To: Lucy Findlay

Cc: Howard Smith

Subject: RE: Weekly Mayor Update 060818

Importance: High

Hi Lucy,

Sorry, this one is back again – Mike has reviewed it and his amends are track-changed however he has a comment in 7.3. He said DfT told him yesterday this had all moved on and was not the problem it's being made out to be. Can you please check it urgently for me.

Many thanks,

Sylvia

---

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

Sent: 07 August 2018 14:21

To: Mannah Sylvia

Cc: external.howard.Smith

Subject: RE: Weekly Mayor Update 060818

Thanks Sylvia

I spotted an error of mine - I'd got the wrong window for DT western transition – see para 4.3 amendment A couple of other corrections/amendments including responding to Howard's email just now about approvals.

The amendment to 6.4 is a bit strange as now in the first sentence it says "An inspection...." And the second says "Inspections...." Basically Schneider are visiting every site potentially affected so I would say that is "Inspections..."

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: 07 August 2018 14:02

To: Lucy Findlay

Cc: Howard Smith

Subject: RE: Weekly Mayor Update 060818

Lucy and Howard,

Attached is what Andy will be running past Mike at 3pm so can you please have a quick look and let

me know if you have any concerns.

Thanks,

Sylvia

---

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

Sent: 07 August 2018 13:02

To: Mannah Sylvia

Cc: external howard Smith

Subject: RE: Weekly Mayor Update 060818

Hi Sylvia

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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---

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

Sent: 07 August 2018 12:42

To: Lucy Findlay

Cc: Howard Smith

Subject: Weekly Mayor Update 060818

Lucy,

Please find attached a slightly revised version of the note following our discussion yesterday. I've included some comments and would be grateful for your help on them.

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:** [Findlay Lucy](#)  
**Cc:** [external howard Smith](#)  
**Subject:** RE: Weekly Mayor Update 060818  
**Date:** 08 August 2018 13:48:18  
**Attachments:** [Weekly Mayor Update 070818 MB.DOCX](#)  
**Importance:** High

---

Hi Lucy,

Sorry, this one is back again – Mike has reviewed it and his amends are track-changed however he has a comment in 7.3. He said DfT told him yesterday this had all moved on and was not the problem it's being made out to be. Can you please check it urgently for me.

Many thanks,

Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 07 August 2018 14:21  
**To:** Mannah Sylvia  
**Cc:** external howard Smith  
**Subject:** RE: Weekly Mayor Update 060818

Thanks Sylvia

I spotted an error of mine - I'd got the wrong window for DT western transition – see para 4.3 amendment

A couple of other corrections/amendments including responding to Howard's email just now about approvals.

The amendment to 6.4 is a bit strange as now in the first sentence it says "An inspection..." And the second says "Inspections..." Basically Schneider are visiting every site potentially affected so I would say that is "Inspections..."

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:** 07 August 2018 14:02  
**To:** Lucy Findlay  
**Cc:** Howard Smith  
**Subject:** RE: Weekly Mayor Update 060818

Lucy and Howard,

Attached is what Andy will be running past Mike at 3pm so can you please have a quick look and let me know if you have any concerns.

Thanks,

Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 07 August 2018 13:02  
**To:** Mannah Sylvia  
**Cc:** external howard Smith  
**Subject:** RE: Weekly Mayor Update 060818

Hi Sylvia

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

---

**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 07 August 2018 12:42  
**To:** Lucy Findlay  
**Cc:** Howard Smith  
**Subject:** Weekly Mayor Update 060818

Lucy,

Please find attached a slightly revised version of the note following our discussion yesterday. I've included some comments and would be grateful for your help on them.

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:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [external howard Smith](#)  
**Subject:** RE: Weekly Mayor Update 060818  
**Date:** 07 August 2018 14:21:52  
**Attachments:** [Weekly Mayor Update 060818v4.docx](#)

---

Thanks Sylvia

I spotted an error of mine - I'd got the wrong window for DT western transition – see para 4.3 amendment  
A couple of other corrections/amendments including responding to Howard's email just now about approvals.

The amendment to 6.4 is a bit strange as now in the first sentence it says "An inspection...." And the second says "Inspections...." Basically Schneider are visiting every site potentially affected so I would say that is "Inspections..."

Lucy

Lucy Findlay | Chief of Staff

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MOVING LONDON FORWARD

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

Sent: 07 August 2018 14:02

To: Lucy Findlay

Cc: Howard Smith

Subject: RE: Weekly Mayor Update 060818

Lucy and Howard,

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Thanks,

Sylvia

---

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

Sent: 07 August 2018 13:02

To: Mannah Sylvia

Cc: external howard Smith

Subject: RE: Weekly Mayor Update 060818

Hi Sylvia

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

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

Sent: 07 August 2018 12:42

To: Lucy Findlay

Cc: Howard Smith

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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:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#)  
**Cc:** [external howard Smith](#)  
**Subject:** RE: Weekly Mayor Update 060818  
**Date:** 07 August 2018 14:02:09  
**Attachments:** [Weekly Mayor Update 060818v3 AB.DOCX](#)

---

Lucy and Howard,

Attached is what Andy will be running past Mike at 3pm so can you please have a quick look and let me know if you have any concerns.

Thanks,

Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 07 August 2018 13:02  
**To:** Mannah Sylvia  
**Cc:** external howard Smith  
**Subject:** RE: Weekly Mayor Update 060818

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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

---

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**To:** Lucy Findlay  
**Cc:** Howard Smith  
**Subject:** Weekly Mayor Update 060818

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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:** [Mannah Sylvia](#)  
**Cc:** [external howard Smith](#)  
**Subject:** RE: Weekly Mayor Update 060818  
**Date:** 07 August 2018 13:02:18  
**Attachments:** [Weekly Mayor Update 060818v3.docx](#)

---

Hi Sylvia

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

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

Sent: 07 August 2018 12:42

To: Lucy Findlay

Cc: Howard Smith

Subject: Weekly Mayor Update 060818

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Thanks,

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](#)  
**Subject:** RE: Weekly Mayor Update 060818  
**Date:** 06 August 2018 12:17:02

---

Thank you. I've deleted your comments on the Howard note because Andy has seen it and left the last comment.

---

**From:** Doyne Stephanie  
**Sent:** 06 August 2018 12:10  
**To:** Mannah Sylvia  
**Subject:** RE: Weekly Mayor Update 060818

Here you go 😊

Don't hate me!

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 06 August 2018 11:23  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 060818

As discussed, I've accepted the amends I've made and put the note into the template. Can you have a look and let me know if you have any additional comments before I send this back to Lucy.

Thanks,

SM

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Weekly Mayor Update 060818  
**Date:** 06 August 2018 12:09:31  
**Attachments:** [Weekly Mayor Update 060818 SMSD.docx](#)

---

Here you go 😊

Don't hate me!

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 06 August 2018 11:23  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 060818

As discussed, I've accepted the amends I've made and put the note into the template. Can you have a look and let me know if you have any additional comments before I send this back to Lucy.

Thanks,  
SM

**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Findlay Lucy](#)  
**Subject:** Re: Weekly Mayor Update 060818  
**Date:** 07 August 2018 14:15:29

---

Sylvia,

Thanks. Comments:

4.2 - might remove the word 'full' testing - Mark Wild has a point (which I think is right) that this is only part of the testing necessary for public service, probably won't be picked up by City Hall but suggest remove.

Section 5 - would have thought it easier to cross-refer to Appendix A rather than repeat a small subset in the main report

Assurance - without the diagram showing 'RED' I would read this as saying 'most OK, concern re one (actually very big) area. Does it need to say this remains an area where current progress does not support the December opening date (or similar words)?

I'm now in LUX so over to you.

Howard

Sent from my iPad

On 7 Aug 2018, at 14:02, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Lucy and Howard,

Attached is what Andy will be running past Mike at 3pm so can you please have a quick look and let me know if you have any concerns.

Thanks,

Sylvia

---

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

Sent: 07 August 2018 13:02

To: Mannah Sylvia

Cc: external howard Smith

Subject: RE: Weekly Mayor Update 060818

Hi Sylvia

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

---

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](#)]

Sent: 07 August 2018 12:42

To: Lucy Findlay

Cc: Howard Smith

Subject: Weekly Mayor Update 060818

Lucy,

Please find attached a slightly revised version of the note following our discussion yesterday.

I've included some comments and would be grateful for your help on them.

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:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 060818v3  
**Date:** 08 August 2018 17:15:27  
**Attachments:** [Weekly Mayor Update 070818 MB.DOCX](#)

---

OK, thanks

Steph - please can you send a clean version of the attached over to City Hall?

Andy

---

**From:** Mannah Sylvia  
**Sent:** 08 August 2018 14:32  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 060818v3

Andy,

Lucy has come back to say that she believes 7.3 is still accurate and is aware that Matt Lodge said something about the tender prices in the meeting yesterday but that the attached letter they received from NR shows that there is a [REDACTED] [REDACTED] six stations as currently consented by planning permissions and making them step free, operable etc. ie in line with stakeholder commitments and Mayor's aspirations for step free on the route, NR hasn't provided the latest information on tender prices yet etc. The letter was shared with the DfT and joint sponsor team this morning.

I hope this helps.

Thanks,  
Sylvia

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 08 August 2018 13:44  
**To:** Mannah Sylvia  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 060818v3

Hi Sylvia

Mike has looked at this and made a few further changes - tracked on the attached  
He had one substantive question - in a balloon comment on para 7.3. He said DfT told him yesterday this had all moved on and was not the problem CRL are making it out to be.  
Please can we check that urgently with CRL?

Andy

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 08 August 2018 10:01  
**To:** Mannah Sylvia  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 060818v3

Thanks Sylvia. See attached with minor tweaks. I will run this past Mike as soon as I can, but he is out all morning.

Andy

---

**From:** Mannah Sylvia  
**Sent:** 07 August 2018 17:39

**To:** Brown Andy (Corporate Affairs)  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 060818v3

Andy and Steph,

Attached is hopefully the final version for you to share with Mike. I took on Howard's comment about the duplication of train testing info and now reference Appendix A.

Thanks,  
Sylvia

---

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

**Sent:** 07 August 2018 15:44

**To:** Mannah Sylvia

**Cc:** Doyne Stephanie

**Subject:** Re: Weekly Mayor Update 060818v3

Thinking about it, I guess it means that without that graph at the end of the report, section 8 makes it sound like it's all generally OK.

The problem is that his / Lucy's graph was impenetrable. So if they want to show things more starkly then they need to find a better way of doing that!

On 7 Aug 2018, at 15:42, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Agree and understood - sorry!

Sent from my iPhone

On 7 Aug 2018, at 15:41, Brown Andy (Corporate Affairs)

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

I can't see any of this properly from my iPad, and I don't understand what Howard's comment about Assurance means  
That means I don't think we can get this cleared by Mike today, which means it won't go until tomorrow - which is not good  
We have to have these ready by Monday in future!!

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Sorry and below from Howard.

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Sent from my iPhone

On 7 Aug 2018, at 14:31, Mannah Sylvia

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

Andy,  
Sorry I have to run to LU EXEC but  
please see below from Lucy.  
Attached is the version she's  
updated.  
Thanks,  
Sylvia

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 07 August 2018 13:58  
**To:** Mannah Sylvia  
**Cc:** Doyne Stephanie  
**Subject:** FW: Weekly Mayor Update  
060818v3

Hi Sylvia

A few further changes from me tracked  
on the attached. Please can I check  
these are OK?

I will run this version (clean) past Mike  
when I see him at around 3.30pm,  
unless I hear otherwise.

Andy

[REDACTED] | [REDACTED]

---

**From:** Doyne Stephanie  
**Sent:** 07 August 2018 13:29  
**To:** Brown Andy (Corporate Affairs)  
**Subject:** Weekly Mayor Update 060818v3  
As final as its going to get!



**From:** Mannah Sylvia  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 060818v3  
**Date:** 08 August 2018 14:32:27

---

Andy,

Lucy has come back to say that she believes 7.3 is still accurate and is aware that Matt Lodge said something about the tender prices in the meeting yesterday but that the attached letter they received from NR shows that there is [REDACTED] [REDACTED] six stations as currently consented by planning permissions and making them step free, operable etc. ie in line with stakeholder commitments and Mayor's aspirations for step free on the route, NR hasn't provided the latest information on tender prices yet etc. The letter was shared with the DfT and joint sponsor team this morning.

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Andy

[REDACTED] | [REDACTED]  

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[REDACTED] | [REDACTED]  

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**Cc:** Doyne Stephanie  
**Subject:** FW: Weekly Mayor Update 060818v3

Hi Sylvia

A few further changes from me tracked on the attached. Please can I check these are OK?

I will run this version (clean) past Mike when I see him at around 3.30pm, unless I hear otherwise.

Andy

 | 

---

**From:** Doyne Stephanie  
**Sent:** 07 August 2018 13:29  
**To:** Brown Andy (Corporate Affairs)  
**Subject:** Weekly Mayor Update 060818v3  
As final as its going to get!

**From:** [Mannah Sylvia](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** Re: Weekly Mayor Update 060818v3  
**Date:** 07 August 2018 15:46:25

---

Yes and I spoke to Lucy but the challenge for her is that all they really have are project-y graphs. I'm there tomorrow PM so I'll see if I can sit with her to find a way forward.

Sent from my iPhone

On 7 Aug 2018, at 15:44, Brown Andy (Corporate Affairs)  
<[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Thinking about it, I guess it means that without that graph at the end of the report, section 8 makes it sound like it's all generally OK.

The problem is that his / Lucy's graph was impenetrable. So if they want to show things more starkly then they need to find a better way of doing that!

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Agree and understood - sorry!

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We have to have these ready by Monday in future!!

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Affairs)  
Sent: 07 August 2018 13:58  
To: Mannah Sylvia  
Cc: Doyne Stephanie  
Subject: FW: Weekly Mayor  
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[REDACTED] | [REDACTED]  
[REDACTED]

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From: Doyne Stephanie  
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Subject: Weekly Mayor Update  
060818v3  
As final as its going to get!


**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 060818v3  
**Date:** 08 August 2018 13:44:24  
**Attachments:** [Weekly Mayor Update 070818 MB.docx](#)

---

Hi Sylvia

Mike has looked at this and made a few further changes - tracked on the attached  
He had one substantive question - in a balloon comment on para 7.3. He said DfT told him yesterday this had all moved on and was not the problem CRL are making it out to be.  
Please can we check that urgently with CRL?

Andy


  

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 08 August 2018 10:01  
**To:** Mannah Sylvia  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 060818v3

Thanks Sylvia. See attached with minor tweaks. I will run this past Mike as soon as I can, but he is out all morning.

Andy

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Attached is hopefully the final version for you to share with Mike. I took on Howard's comment about the duplication of train testing info and now reference Appendix A.

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**To:** [Mannah Sylvia](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 060818v3  
**Date:** 08 August 2018 10:00:59  
**Attachments:** [Weekly Mayor Update 070818 ab.docx](#)

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**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 060818v3  
**Date:** 07 August 2018 17:39:13  
**Attachments:** [Weekly Mayor Update 070818.docx](#)

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**Subject:** Weekly Mayor Update 060818v3  
As final as its going to get!

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**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 060818v3  
**Date:** 07 August 2018 14:31:14  
**Attachments:** [Weekly Mayor Update 060818v4.docx](#)

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[REDACTED] | [REDACTED]

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**To:** [Mannah Sylvia](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** Re: Weekly Mayor Update 060818v3  
**Date:** 08 August 2018 10:22:59

---

Thanks and I'm not annoyed with you. It is frustrating, though, that we seem to have to work so hard with Lucy to get to a paper that makes sense to people not knee-deep in the project. That is made worse when she fights back against very sensible changes that Steph asks for on my and Mike's behalf!

Andy

On 8 Aug 2018, at 10:02, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

Thanks and sorry again for the delay with this.

---

From: Brown Andy (Corporate Affairs)  
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Cc: Doyne Stephanie  
Subject: RE: Weekly Mayor Update 060818v3

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[REDACTED] | [REDACTED]

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Sylvia

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Cc: Doyne Stephanie

Subject: FW: Weekly Mayor

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Andy

[REDACTED] | [REDACTED]  
[REDACTED]

---

From: Doyne Stephanie

Sent: 07 August 2018 13:29

To: Brown Andy (Corporate Affairs)

Subject: Weekly Mayor Update

060818v3

As final as its going to get!

**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Mannah Sylvia](#); [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 070818\_comments  
**Date:** 10 August 2018 15:31:44  
**Attachments:** [Weekly Mayor Update 070818\\_comments.docx](#)

---

Thanks Sylvia

LF4 - this does not answer the question. It would be better if it said:

“Not at the moment - CRL is already requesting support from other TfL projects and other wider industry UK and internationally including companies like the BBC.”

But I am also a bit nervous that (a) that means we are telegraphing the status of the project very widely; and (b) we'll get the question back 'What skills do we need from the BBC?!'

LF6 - she also needs to answer his primary question of whether the 45 per cent is against the delayed programme?

And on the suggestion for % complete on every key contract - I wonder if we should gently push back on that, rather than providing the reports to CRL Board? David needs to accept that it's below his pay grade to review every contract on the project!!

LF12 - again she's not answering the question. It would be better as:

“No - these are the right areas of focus. We do not have any major concerns at this point, but we are keeping a close eye on the time taken for some of the ticket hall modifications.”

LF18 - she hasn't answered the question about Stage 2b approvals - we need this too

Andy

---

**From:** Mannah Sylvia  
**Sent:** 10 August 2018 14:21  
**To:** Doyne Stephanie; Brown Andy (Corporate Affairs)  
**Subject:** Weekly Mayor Update 070818\_comments

Please review that attached with Lucy's comments. I'm just waiting on Howard's.  
On comment LF6 – Lucy will send me the document for us to share with David.

Thanks,  
Sylvia

**From:** [Mannah Sylvia](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 130818  
**Date:** 14 August 2018 12:42:16  
**Attachments:** [Weekly Mayor Update 130818.docx](#)

---

Andy,

Attached is hopefully the final version. I've highlighted the responses to Mike's comment.

Thanks,  
Sylvia

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 14 August 2018 11:31  
**To:** Mannah Sylvia  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 130818

Thanks Sylvia

Why don't I suggest that when we send over this note, then. We'll see how it lands...

Mike has reviewed - two points, please, one requiring a bit of work:

(1) Para 4.5 doesn't add anything - I have deleted

(2) Para 3.2 - we need to explain why we didn't plan to do anything on Firemain and Drainage?

Andy

[REDACTED] | [REDACTED]

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**From:** Mannah Sylvia  
**Sent:** 14 August 2018 11:30  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 130818  
Thanks Andy. The suggestion would work for me and I'm sure Lucy and the team would also appreciate it.

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A lot of the content in the note is identical to last week's note. I do wonder whether we perhaps should take the opportunity of the new format of note to also switch to, for example, doing a major note update every Period and then smaller supplementary updates in the weeks in between? That might lower the workload...?

Andy

[REDACTED] | [REDACTED]

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Many 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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**To:** [Mannah Sylvia](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 130818  
**Date:** 14 August 2018 11:31:09  
**Attachments:** [Weekly Mayor Update 130818 abmb.docx](#)

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**To:** [Mannah Sylvia](#)  
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**Subject:** RE: Weekly Mayor Update 130818  
**Date:** 14 August 2018 11:16:53  
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[www.tfl.gov.uk](http://www.tfl.gov.uk)

**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 130818  
**Date:** 14 August 2018 12:49:01

---

Thanks very much - you'll have seen my email to Tim and co

Andy

---

**From:** Mannah Sylvia  
**Sent:** 14 August 2018 12:42  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 130818

Andy,

Attached is hopefully the final version. I've highlighted the responses to Mike's comment.

Thanks,

Sylvia

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 14 August 2018 11:31  
**To:** Mannah Sylvia  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 130818

Thanks Sylvia

Why don't I suggest that when we send over this note, then. We'll see how it lands...

Mike has reviewed - two points, please, one requiring a bit of work:

(1) Para 4.5 doesn't add anything - I have deleted

(2) Para 3.2 - we need to explain why we didn't plan to do anything on Firemain and Drainage?

Andy

---

**From:** Mannah Sylvia  
**Sent:** 14 August 2018 11:30  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 130818

Thanks Andy. The suggestion would work for me and I'm sure Lucy and the team would also appreciate it.

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 14 August 2018 11:17  
**To:** Mannah Sylvia  
**Cc:** Doyne Stephanie  
**Subject:** RE: Weekly Mayor Update 130818

Thanks Sylvia - see additions on the attached, to address the outstanding comments. This is currently with Mike to review.

A lot of the content in the note is identical to last week's note. I do wonder whether we perhaps should take the opportunity of the new format of note to also switch to, for example, doing a major note update every Period and then smaller supplementary updates in the weeks in between? That might lower the workload...?

Andy

---

**From:** Mannah Sylvia

**Sent:** 14 August 2018 10:34

**To:** Doyne Stephanie; Brown Andy (Corporate Affairs)

**Subject:** Weekly Mayor Update 130818

Hi Steph and Andy,

Please find this week's note attached. As always, if you have any questions, just give me a shout.

Many 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](http://www.tfl.gov.uk)



**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Keane Kate](#)  
**Subject:** RE: Weekly Mayor Update 280818  
**Date:** 29 August 2018 09:18:30

---

Thanks Sylvia - will get over now.

Andy

[REDACTED] | [REDACTED]

---

**From:** Mannah Sylvia  
**Sent:** 29 August 2018 09:15  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Keane Kate  
**Subject:** RE: Weekly Mayor Update 280818

Morning ☺

Richard made some minor amends so attached is the clean final copy for issue.

Thanks,  
Sylvia

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 28 August 2018 18:43  
**To:** Mannah Sylvia  
**Cc:** Keane Kate  
**Subject:** RE: Weekly Mayor Update 280818

Ah, OK - thanks. Speaking to them in the evening tomorrow (rather than at the pre-brief scheduled for Thursday lunchtime)? That would be very sensible for him to do!

Andy

[REDACTED] | [REDACTED]

---

**From:** Mannah Sylvia  
**Sent:** 28 August 2018 18:10  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Keane Kate  
**Subject:** Re: Weekly Mayor Update 280818

Andy,

I can't see the changes on the phone but it reads fine to me. I've asked Richard to double check so I'll confirm ASAP.

Also you may not be aware but Mark is meeting or speaking to Heidi and David B after tomorrow's Board meeting.

Thanks,

Sylvia

Sent from my iPhone

On 28 Aug 2018, at 18:01, Brown Andy (Corporate Affairs) <[\[REDACTED\]@tube.tfl.gov.uk](#)> wrote:

Sylvia

See attached with some tweaks from me and Kate - please can you check they are OK?

If you're happy then we can send over early tomorrow (and Mike isn't around so we don't need his sign off). We can caveat in the cover email that an update will be provided after tomorrow's Crossrail Board meeting.

Kate - you made a few suggested changes to Appendix A that I have unwound, because that is a joint report with BT and so needs to be written slightly

different to our usual style. (I also think it may have already gone to BT? But not sure on that.)

Andy

[REDACTED] | [REDACTED]

---

**From:** Keane Kate

**Sent:** 28 August 2018 17:02

**To:** Mannah Sylvia; Brown Andy (Corporate Affairs)

**Subject:** RE: Weekly Mayor Update 280818

Thanks Sylvia – we will review and let you know of any comments.

Kate

---

**From:** Mannah Sylvia

**Sent:** 28 August 2018 16:37

**To:** Keane Kate; Brown Andy (Corporate Affairs)

**Subject:** Weekly Mayor Update 280818

Kate and Andy,

Attached is this week's briefing on the Elizabeth line. As always, if you have any questions, then do let me know.

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

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

**From:** [Mannah Sylvia](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Keane Kate](#)  
**Subject:** RE: Weekly Mayor Update 280818  
**Date:** 29 August 2018 09:14:40  
**Attachments:** [Weekly Mayor Update 280818.docx](#)

---

Morning ☺

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Thanks,  
Sylvia

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

[REDACTED]

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[REDACTED]

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**Sent:** 28 August 2018 17:02

**To:** Mannah Sylvia; Brown Andy (Corporate Affairs)

**Subject:** RE: Weekly Mayor Update 280818

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**Sent:** 28 August 2018 16:37

**To:** Keane Kate; Brown Andy (Corporate Affairs)

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

**From:** [Mannah Sylvia](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Keane Kate](#)  
**Subject:** Re: Weekly Mayor Update 280818  
**Date:** 28 August 2018 18:09:34

---

Andy,

I can't see the changes on the phone but it reads fine to me. I've asked Richard to double check so I'll confirm ASAP.

Also you may not be aware but Mark is meeting or speaking to Heidi and David B after tomorrow's Board meeting.

Thanks,

Sylvia

Sent from my iPhone

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Andy

[REDACTED] | [REDACTED]

---

From: Keane Kate  
Sent: 28 August 2018 17:02  
To: Mannah Sylvia; Brown Andy (Corporate Affairs)  
Subject: RE: Weekly Mayor Update 280818  
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[Kate](#)

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Thanks,

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Sylvia Mannah

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

**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Keane Kate](#); [Mannah Sylvia](#)  
**Subject:** RE: Weekly Mayor Update 280818  
**Date:** 28 August 2018 18:01:11  
**Attachments:** [Weekly Mayor Update 280818 kkab.docx](#)

---

Sylvia

See attached with some tweaks from me and Kate - please can you check they are OK? If you're happy then we can send over early tomorrow (and Mike isn't around so we don't need his sign off). We can caveat in the cover email that an update will be provided after tomorrow's Crossrail Board meeting.

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Andy

[REDACTED] | [REDACTED]

---

**From:** Keane Kate  
**Sent:** 28 August 2018 17:02  
**To:** Mannah Sylvia; Brown Andy (Corporate Affairs)  
**Subject:** RE: Weekly Mayor Update 280818

Thanks Sylvia – we will review and let you know of any comments.

Kate

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**Sent:** 28 August 2018 16:37  
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[www.tfl.gov.uk](http://www.tfl.gov.uk)

**From:** [Mannah Sylvia](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Keane Kate](#)  
**Subject:** Re: Weekly Mayor Update 280818  
**Date:** 28 August 2018 18:50:17

---

The Thursday slot is still in the diary so hopefully they make a decision after their discussion about taking it out.

Sent from my iPhone

On 28 Aug 2018, at 18:42, Brown Andy (Corporate Affairs)

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

Ah, OK - thanks. Speaking to them in the evening tomorrow (rather than at the pre-brief scheduled for Thursday lunchtime)? That would be very sensible for him to do!

Andy

[\[REDACTED\]](#) | [\[REDACTED\]](#)

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Sylvia

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Andy



[REDACTED] | [REDACTED]

---

From: Keane Kate

Sent: 28 August 2018 17:02

To: Mannah Sylvia; Brown Andy (Corporate Affairs)

Subject: RE: Weekly Mayor Update 280818

Thanks Sylvia – we will review and let you know of any comments.

Kate

---

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Sent: 28 August 2018 16:37

To: Keane Kate; Brown Andy (Corporate Affairs)

Subject: Weekly Mayor Update 280818

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Sylvia

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

**From:** [Mannah Sylvia](#)  
**To:** [Adams Simon](#); [Zavitz Richard](#)  
**Subject:** RE: Weekly Mayoral EL note  
**Date:** 13 August 2018 11:02:45  
**Attachments:** [Weekly Mayor Update 130818.docx](#)

---

Hi Simon and Richard,  
Please find attached the note with some comments – I'd be grateful if you could review it for me asap. We need to get it all signed off and issued to City Hall today.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

---

**From:** Adams Simon  
**Sent:** 10 August 2018 08:27  
**To:** Mannah Sylvia  
**Cc:** Zavitz Richard  
**Subject:** RE: Weekly Mayoral EL note  
Richard,

With Lucy on leave from Monday, are we able to produce the report without CRL's involvement or do they need to nominate a stand-in?

S

---

**From:** Mannah Sylvia  
**Sent:** 09 August 2018 09:40  
**To:** Findlay Lucy; external howard Smith  
**Cc:** Hughes David (Director of Strategy and Network Development); Adams Simon; Zavitz Richard; Tucker John; Price Amanda  
**Subject:** Weekly Mayoral EL note

Hi all,

Please find attached the final version of this week's note which was shared with City Hall last night. Howard and Lucy, as always, thank you so much for your help.

Can I please ask for the submissions for the next one by **midday tomorrow** – Mike wants us to get them to City Hall by Monday.

Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Senior Adviser to the Managing Director, London Underground  
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[www.tfl.gov.uk](http://www.tfl.gov.uk)

**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Findlay Lucy](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Adams Simon](#); [Zavitz Richard](#); [Tucker John](#); [Price Amanda](#)  
**Subject:** RE: Weekly Mayoral EL note  
**Date:** 10 August 2018 15:46:32

---

Sylvia,

Re DB 10 – indeed, milestone not met (and likely knock on to other milestones hence several at ‘TBC’, whilst we wait for Bombardiers programme update – will cover in this week’s update).

Howard

---

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 10 August 2018 09:14  
To: Lucy Findlay; Howard Smith  
Cc: Hughes David (Director of Strategy and Network Development); Adams Simon; Zavitz Richard; Tucker John; Price Amanda  
Subject: RE: Weekly Mayoral EL note

Morning Howard and Lucy,

David Bellamy has reviewed the note and has included some comments. Can you please review it and get back to me with the relevant answers.

Many thanks,

Sylvia

---

From: Mannah Sylvia  
Sent: 09 August 2018 09:40  
To: Findlay Lucy; external howard Smith  
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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:** [Hughes David \(Director of Strategy and Network Development\)](#); [Adams Simon](#); [Zavitz Richard](#); [Tucker John](#); [Price Amanda](#)  
**Subject:** RE: Weekly Mayoral EL note  
**Date:** 10 August 2018 11:54:17  
**Attachments:** [Weekly Mayor Update 070818\\_comments.docx](#)

---

Here you go Sylvia.

Answers in the attached. Howard (and others) may also have views on some of my responses.

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: 10 August 2018 09:14

To: Lucy Findlay; Howard Smith

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

Subject: RE: Weekly Mayoral EL note

Morning Howard and Lucy,

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Many thanks,

Sylvia

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Adams Simon](#); [Zavitz Richard](#); [Tucker John](#); [Price Amanda](#)  
**Subject:** RE: Weekly Mayoral EL note  
**Date:** 10 August 2018 09:14:15  
**Attachments:** [Weekly Mayor Update 070818 MB3.docx](#)

---

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Many thanks,  
Sylvia

---

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**Sent:** 09 August 2018 09:40  
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**Cc:** Hughes David (Director of Strategy and Network Development); Adams Simon; Zavitz Richard; Tucker John; Price Amanda  
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[www.tfl.gov.uk](http://www.tfl.gov.uk)

**From:** [Adams Simon](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Zavitz Richard](#)  
**Subject:** RE: Weekly Mayoral EL note  
**Date:** 10 August 2018 08:26:40

---

Richard,

With Lucy on leave from Monday, are we able to produce the report without CRL's involvement or do they need to nominate a stand-in?

S

---

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**Sent:** 09 August 2018 09:40  
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**Cc:** Hughes David (Director of Strategy and Network Development); Adams Simon; Zavitz Richard; Tucker John; Price Amanda  
**Subject:** Weekly Mayoral EL note

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

**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#); [Adams Simon](#)  
**Subject:** RE: Weekly Mayoral EL note  
**Date:** 13 August 2018 12:30:29  
**Attachments:** [Weekly Mayor Update 130818 WRZ.docx](#)

---

Hi Sylvia,

Find some tracked changes attached. I will send a note to Caren to request the factual information to be sent and a contact identified to follow-up with the queries from Mike's office. I will forward the note on transition testing once received.

Thanks

Richard

---

**From:** Mannah Sylvia  
**Sent:** 13 August 2018 11:03  
**To:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly Mayoral EL note

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**Subject:** Weekly Mayoral EL note

Hi all,

Please find attached the final version of this week's note which was shared with City Hall last night. Howard and Lucy, as always, thank you so much for your help.

Can I please ask for the submissions for the next one by **midday tomorrow** – Mike wants us to get them to City Hall by Monday.

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





**From:** [Zavitz Richard](#)  
**To:** [Adams Simon](#); [Mannah Sylvia](#)  
**Subject:** Re: Weekly Mayoral EL note  
**Date:** 10 August 2018 08:29:47

---

Hi Simon,

Lucy was going to have a think and get back to us with her plan. Part is data driven that can come direct to Sylvia, and some content could come from the call, but Lucy will confirm.

Richard

On Fri, Aug 10, 2018 at 8:26 AM +0100, "Adams Simon" <[SimonAdams@tfl.gov.uk](mailto:SimonAdams@tfl.gov.uk)> wrote:

Richard,

With Lucy on leave from Monday, are we able to produce the report without CRL's involvement or do they need to nominate a stand-in?

S

---

From: Mannah Sylvia  
Sent: 09 August 2018 09:40  
To: Findlay Lucy; external howard Smith  
Cc: Hughes David (Director of Strategy and Network Development); Adams Simon; Zavitz Richard; Tucker John; Price Amanda  
Subject: Weekly Mayoral EL note

Hi all,

Please find attached the final version of this week's note which was shared with City Hall last night. Howard and Lucy, as always, thank you so much for your help.

Can I please ask for the submissions for the next one by midday tomorrow – Mike wants us to get them to City Hall by Monday.

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

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: weekly note  
**Date:** 13 August 2018 10:52:45  
**Attachments:** [Weekly Mayor Update 130818 SD comments.docx](#)

---

See attached.

Agree with all of your comments and have a few extra 😊

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 13 August 2018 10:38  
**To:** Doyne Stephanie  
**Subject:** weekly note  
[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](http://www.tfl.gov.uk)

**From:** [Howard Smith](#)  
**To:** [Wild Mark \(CEO Crossrail\)](#)  
**Cc:** [Mannah Sylvia](#)  
**Subject:** Re: Weekly TfL Crossrail mayoral update - Confidential  
**Date:** 24 August 2018 09:19:15

---

Mark,

Thanks, sort of. I produce the BT bit, Sylvia works on the CRL bit as well but with input primarily from Lucy and Andy Brown does a final edit which tends to simplify/shave rough edges.

Need to be very careful with this going forward - still not clear why it's circulated (starting now!) to CRL Board.

I'm hoping to dial into Board and back in country on Friday so can definitely speak before your leave.

Howard

Sent from my iPad

On 24 Aug 2018, at 10:48, Wild Mark (MD) <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Thanks Howard , do we get to approve this ?

I agree it is presenting a bit of a skewed view

Are you on leave now ? Probably could do with a catch up after the board . I am on holiday from 1/9 and obv the announcement looms

M

Sent from my iPhone

On 24 Aug 2018, at 08:25, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

Mark,

Just to you and Sylvia.

Not quite sure why this is now getting circulated to CRL Board but no problem in principle.

Having read it again 'cold' because it goes into detail on the train and also reports the transition testing it makes the train appear much more significant in the issues than, as we know, it is, mainly because for the project it reports the physicals but not the huge issues looking forward. A specific reference to IRN's being way behind target has also been removed a some stage (just possibly to simplify by Andy Brown in Mike's office - I don't know). The report used to include a large number of 'reds'

against the Dec 9 programme but these were dropped (a some stage) I think as repetitive.

So if challenged at CRL Board on 'Mayor's Report says train is the major issue' the answer is (1) that the Mayor's Report goes into detail on the BT aspects but not the rest and (2) the report tends to focus, at present, for the project on what has been delivered rather than what lies ahead - because that's currently in flux.

On the latter we really need to think about this going forward or it probably does give a misleading impression.

Howard

Sent from my iPad

Begin forwarded message:

**From:** Secretariat Team

<[REDACTED]@crossrail.co.uk>

**Date:** 23 August 2018 at 17:47:46 EEST

**To:** Terry Morgan <[REDACTED]@crossrail.co.uk>, Mathew Duncan

<[REDACTED]@crossrail.co.uk>, Simon Wright

<[REDACTED]@crossrail.co.uk>, Susan Beadles

<[REDACTED]@crossrail.co.uk>, Lucy Findlay

<[REDACTED]@crossrail.co.uk>, Paul Grammer

<[REDACTED]@crossrail.co.uk>, Howard Smith

<[REDACTED]@crossrail.co.uk>,"

<[REDACTED]@eircom.net">

<[REDACTED]@eircom.net">,"

<[REDACTED]@eircom.net"> <[REDACTED]@eircom.net">,"

<[REDACTED]@safeguardfinance.com">

<[REDACTED]@safeguardfinance.com">,"

<[REDACTED]@tfl.gov.uk"> <[REDACTED]@tfl.gov.uk">,"

Chris Sexton <[REDACTED]@crossrail.co.uk>, Dawn

Barker <[REDACTED]@crossrail.co.uk>, 'Anne

McMeel' <[REDACTED]@btinternet.com>, 'Andy

Pitt' <[REDACTED]@btinternet.com>,"

<[REDACTED]@acenet.co.uk">

<[REDACTED]@acenet.co.uk">

**Cc:** Julie Morris <[REDACTED]@crossrail.co.uk>,"

Sylvia Nevard <[REDACTED]@crossrail.co.uk>,"

Caren Romer-Ormiston <[REDACTED]@crossrail.co.uk>,"

<[REDACTED]@crossrail.co.uk>, Beth Grainger1

<[REDACTED]@crossrail.co.uk>, 'Bellars Lauren'

<[REDACTED]@tfl.gov.uk>,"

<[REDACTED]@tube.tfl.gov.uk">

<[REDACTED]@tube.tfl.gov.uk">, Lisa Jones

<[REDACTED]@crossrail.co.uk>, 'Helen Carmichael'

<[REDACTED]@acenet.co.uk>, Secretariat Team

<[REDACTED]@crossrail.co.uk>

**Subject: Weekly TfL Crossrail mayoral update**

Dear all,

Please see the email below from Chris Sexton.

To: Crossrail Board

Please find attached TfL's most recent weekly briefing  
for the Mayor about the Crossrail/Elizabeth line project.

Chris

Chris Sexton | Technical Director

Crossrail | 25 Canada Square, Canary Wharf, London

EC14 5LQ

██████████ | ██████████ |

Office location: 28 GM 05

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

**From:** [Mannah Sylvia](#)  
**To:** [Wild Mark \(MD\)](#); [external howard Smith](#)  
**Subject:** RE: Weekly TfL Crossrail mayoral update - Confidential  
**Date:** 24 August 2018 08:55:54

---

Howard,  
Apologies, the note should not have been circulated to the Board. Richard Z has been getting help from Chris in Lucy's absence for the info and has shared the final note with him. I know Lucy has a group of people she normally circulates the final note to but I'm not sure why they've shared it with the Board – I'll pick it up.  
Thanks,  
Sylvia

---

**From:** Wild Mark (MD)  
**Sent:** 24 August 2018 08:49  
**To:** external howard Smith  
**Cc:** Mannah Sylvia  
**Subject:** Re: Weekly TfL Crossrail mayoral update - Confidential

Thanks Howard , do we get to approve this ?

I agree it is presenting a bit of a skewed view

Are you on leave now ? Probably could do with a catch up after the board . I am on holiday from 1/9 and obv the announcement looms

M

Sent from my iPhone

On 24 Aug 2018, at 08:25, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

Mark,

Just to you and Sylvia.

Not quite sure why this is now getting circulated to CRL Board but no problem in principle.

Having read it again 'cold' because it goes into detail on the train and also reports the transition testing it makes the train appear much more significant in the issues than, as we know, it is, mainly because for the project it reports the physicals but not the huge issues looking forward. A specific reference to IRN's being way behind target has also been removed a some stage (just possibly to simplify by Andy Brown in Mike's office - I don't know). The report used to include a large number of 'reds' against the Dec 9 programme but these were dropped (a some stage) I think as repetitive.

So if challenged at CRL Board on 'Mayor's Report says train is the major issue' the answer is (1) that the Mayor's Report goes into detail on the BT aspects but not the rest and (2) the report tends to focus, at present, for the project on what has been delivered rather than what lies ahead - because that's currently in flux.

On the latter we really need to think about this going forward or it probably does give a misleading impression.

Howard

Sent from my iPad

Begin forwarded message:

From: Secretariat Team <[\[REDACTED\]@crossrail.co.uk](#)>

Date: 23 August 2018 at 17:47:46 EEST

To: Terry Morgan <[REDACTED]@crossrail.co.uk>, Mathew Duncan  
<[REDACTED]@crossrail.co.uk>, Simon Wright  
<[REDACTED]@crossrail.co.uk>, Susan Beadles  
<[REDACTED]@crossrail.co.uk>, Lucy Findlay  
<[REDACTED]@crossrail.co.uk>, Paul Grammer  
<[REDACTED]@crossrail.co.uk>, Howard Smith  
<[REDACTED]@crossrail.co.uk>,  
" [REDACTED]@eircom.net"  
<[REDACTED]@eircom.net>, " [REDACTED]@eircom.net"  
<[REDACTED]@eircom.net>, " [REDACTED]@safeguardfinance.com"  
<[REDACTED]@safeguardfinance.com>, " [REDACTED]@tfl.gov.uk"  
<[REDACTED]@tfl.gov.uk>, Chris Sexton  
<[REDACTED]@crossrail.co.uk>, Dawn Barker  
<[REDACTED]@crossrail.co.uk>, 'Anne McMeel'  
<[REDACTED]@btinternet.com>, 'Andy Pitt'  
<[REDACTED]@btinternet.com>, " [REDACTED]@acenet.co.uk"  
<[REDACTED]@acenet.co.uk>  
Cc: Julie Morris <[REDACTED]@crossrail.co.uk>, Sylvia Nevard  
<[REDACTED]@crossrail.co.uk>, Caren Romer-Ormiston  
<[REDACTED]@crossrail.co.uk>, Beth Grainger1  
<[REDACTED]@crossrail.co.uk>, 'Bellars Lauren'  
<[REDACTED]@tfl.gov.uk>, " [REDACTED]@tube.tfl.gov.uk"  
<[REDACTED]@tube.tfl.gov.uk>, Lisa Jones  
<[REDACTED]@crossrail.co.uk>, 'Helen Carmichael'  
<[REDACTED]@acenet.co.uk>, Secretariat Team  
<[REDACTED]@crossrail.co.uk>

Subject: Weekly TfL Crossrail mayoral update

**Dear all,**

**Please see the email below from Chris Sexton.**

To: [Crossrail Board](#)

Please find attached TfL's most recent weekly briefing for the Mayor about the Crossrail/Elizabeth line project.

Chris

Chris Sexton | Technical Director

Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)

[REDACTED] | [REDACTED] |

Office location: 28 GM 05

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**From:** [Bellars Lauren](#)  
**To:** [Wild Mark \(MD\)](#); [external howard Smith](#)  
**Cc:** [Mannah Sylvia](#); [Grainger Beth \(Elizabeth line\)](#)  
**Subject:** RE: Weekly TfL Crossrail mayoral update - Confidential  
**Date:** 24 August 2018 09:12:24  
**Attachments:** [image001.png](#)

---

Good morning All

Just to remind you both that you have a catch up call at 17:00 next Friday as per our discussions yesterday.

Thank you

Lauren

Lauren Bellars

PA to Managing Director

London Underground

Palestra, Floor 11 B4

197 Blackfriars Road, London, SE1 8NJ

Phone: [REDACTED] Ext: [REDACTED]

Mobile: [REDACTED]



---

**From:** Wild Mark (MD)  
**Sent:** 24 August 2018 08:49  
**To:** external howard Smith  
**Cc:** Mannah Sylvia  
**Subject:** Re: Weekly TfL Crossrail mayoral update - Confidential

Thanks Howard , do we get to approve this ?

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M

Sent from my iPhone

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Howard

Sent from my iPad

Begin forwarded message:

From: Secretariat Team <[REDACTED]@crossrail.co.uk>  
Date: 23 August 2018 at 17:47:46 EEST  
To: Terry Morgan <[REDACTED]@crossrail.co.uk>, Mathew Duncan <[REDACTED]@crossrail.co.uk>, Simon Wright <[REDACTED]@crossrail.co.uk>, Susan Beadles <[REDACTED]@crossrail.co.uk>, Lucy Findlay <[REDACTED]@crossrail.co.uk>, Paul Grammer <[REDACTED]@crossrail.co.uk>, Howard Smith <[REDACTED]@crossrail.co.uk>,  
" [REDACTED]@eircom.net"  
<[REDACTED]@eircom.net>, " [REDACTED]@eircom.net"  
<[REDACTED]@eircom.net>, " [REDACTED]@safeguardfinance.com"  
<[REDACTED]@safeguardfinance.com>, " [REDACTED]@tfl.gov.uk"  
<[REDACTED]@tfl.gov.uk>, Chris Sexton <[REDACTED]@crossrail.co.uk>, Dawn Barker <[REDACTED]@crossrail.co.uk>, 'Anne McMeel' <[REDACTED]@btinternet.com>, 'Andy Pitt' <[REDACTED]@btinternet.com>, " [REDACTED]@acenet.co.uk"  
<[REDACTED]@acenet.co.uk>  
Cc: Julie Morris <[REDACTED]@crossrail.co.uk>, Sylvia Nevard <[REDACTED]@crossrail.co.uk>, Caren Romer-Ormiston <[REDACTED]@crossrail.co.uk>, Beth Grainger1 <[REDACTED]@crossrail.co.uk>, 'Bellars Lauren' <[REDACTED]@tfl.gov.uk>, " [REDACTED]@tube.tfl.gov.uk"  
<[REDACTED]@tube.tfl.gov.uk>, Lisa Jones <[REDACTED]@crossrail.co.uk>, 'Helen Carmichael' <[REDACTED]@acenet.co.uk>, Secretariat Team <[REDACTED]@crossrail.co.uk>  
Subject: Weekly TfL Crossrail mayoral update

**Dear all,**  
**Please see the email below from Chris Sexton.**

To: [Crossrail Board](#)

Please find attached TfL's most recent weekly briefing for the Mayor about the Crossrail/Elizabeth line project.

Chris

Chris Sexton | Technical Director

Crossrail | [25 Canada Square, Canary Wharf, London EC14 5LQ](#)

[REDACTED] [REDACTED]

| |  
Office location: 28 GM 05

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**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Steer Tim](#); [Erica Walker](#)  
**Cc:** [Doyne Stephanie](#); [Keane Kate](#); [Mannah Sylvia](#)  
**Subject:** TfL Restricted - Crossrail briefing  
**Date:** 29 August 2018 09:22:32  
**Attachments:** [Weekly Mayor Update 280818.docx](#)

---

Hi Tim and Erica,

Please find attached this week's briefing note on Crossrail.

Obviously in the new format this does not consider cost, and on both that and the overall schedule we will (as you know) get further updates following today's Crossrail Board.

Thanks,

Andy

██████████ | ██████████

**From:** [Doyne Stephanie](#)  
**To:** [Steer Tim](#); [Claire Hamilton](#); [Erica Walker](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Keane Kate](#)  
**Subject:** TfL Restricted - Weekly progress update on Crossrail  
**Date:** 21 August 2018 17:20:49  
**Attachments:** [Weekly Mayor Update 210818 FINAL.docx](#)

---

Hi all,

Please find attached this week's update on the Elizabeth line.

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)

**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** Weekly Mayor Note - for comment  
**Date:** 24 August 2018 10:50:31  
**Attachments:** [Weekly Mayor Update 280818 \[working\].docx](#)

---

Hi Sylvia,

Find attached what I have put together following the call this morning and receiving the metrics from CRL last night. I have highlights some areas where I will go back to Chris for input. Can you provide you comments so I can include in the request to Chris?

I'm just heading out, but should be back at my desk around 12:30.

Thanks

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)



**From:** [Zavitz Richard](#)  
**To:** [Chris Sexton \(Crossrail\)](#)  
**Subject:** Weekly Mayor Note  
**Date:** 23 August 2018 12:18:26  
**Attachments:** [Weekly Mayor Update 210818.docx](#)

---

Hi Chris,

FYI: Find attached the note we sent to the Mayor this week. We'll put the sections on IRN's, Station Completion, and staged completion for approvals back in this week if the Period 5 update is available.

Thanks again,

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)



**From:** [Zavitz Richard](#)  
**To:** [Chris Sexton \(Crossrail\)](#)  
**Cc:** [Adams Simon](#)  
**Subject:** Weekly mayor update - for CRL input  
**Date:** 17 August 2018 11:07:56  
**Attachments:** [Weekly Mayor Update 21August2018\\_working.docx](#)

---

Hi Chris,

Thank you in advance for your help. Find attached the draft I have compiled based on the call today and the data from Esther. I have highlighted some areas in yellow where I would appreciate your input to add data, clarify, or sense check. Please input directly into the report and send back.

Would you be able to respond by 2 pm this afternoon?

Feel free to get in touch if you want to discuss.

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



**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 060818  
**Date:** 06 August 2018 11:23:17  
**Attachments:** [Weekly Mayor Update 060818.docx](#)

---

As discussed, I've accepted the amends I've made and put the note into the template. Can you have a look and let me know if you have any additional comments before I send this back to Lucy.

Thanks,  
SM

**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#)  
**Cc:** [external howard Smith](#)  
**Subject:** Weekly Mayor Update 060818  
**Date:** 07 August 2018 12:42:27  
**Attachments:** [Weekly Mayor Update 060818.docx](#)

---

Lucy,

Please find attached a slightly revised version of the note following our discussion yesterday. I've included some comments and would be grateful for your help on them.

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 060818v3  
**Date:** 07 August 2018 13:04:03  
**Attachments:** [Weekly Mayor Update 060818v3.docx](#)

---

Hopefully a version you're happy with 😊

**From:** [Doyne Stephanie](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** Weekly Mayor Update 060818v3  
**Date:** 07 August 2018 13:29:25  
**Attachments:** [Weekly Mayor Update 060818v3.docx](#)

---

As final as its going to get!

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#); [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** Weekly Mayor Update 070818\_comments  
**Date:** 10 August 2018 14:21:29  
**Attachments:** [Weekly Mayor Update 070818\\_comments.docx](#)

---

Please review that attached with Lucy's comments. I'm just waiting on Howard's.  
On comment LF6 – Lucy will send me the document for us to share with David.  
Thanks,  
Sylvia

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#); [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** Weekly Mayor Update 130818  
**Date:** 14 August 2018 10:33:57  
**Attachments:** [Weekly Mayor Update 130818.docx](#)

---

Hi Steph and Andy,

Please find this week's note attached. As always, if you have any questions, just give me a shout.

Many 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](http://www.tfl.gov.uk)

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 130818  
**Date:** 14 August 2018 10:58:41  
**Attachments:** [Weekly Mayor Update 130818.docx](#)

---

With Acronyms included.

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 130818\_WRZ (2)  
**Date:** 13 August 2018 17:13:13  
**Attachments:** [Weekly Mayor Update 130818\\_WRZ \(2\).docx](#)

---

Waiting for answers to two outstanding answers.



**From:** [Doyne Stephanie](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Keane Kate](#)  
**Subject:** Weekly Mayor Update 130818\_WRZ (2)  
**Date:** 13 August 2018 17:18:11  
**Attachments:** [Weekly Mayor Update 130818\\_WRZ \(2\).docx](#)

---

Here is the latest version.

Still waiting on some comments from Crossrail (and I need to speak to you about some points).

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)

**From:** [Mannah Sylvia](#)  
**To:** [Zavitz Richard](#)  
**Subject:** Weekly Mayor Update 280818 kkab.docx  
**Date:** 28 August 2018 18:04:36  
**Attachments:** [Weekly Mayor Update 280818 kkab.docx](#)  
[ATT00001.txt](#)

---

Richard,

Andy has made some tweaks which I can't see on my phone but it reads ok. Can you also please check it before I give it the ok for submission to City hall.

Thanks,

Sylvia

**From:** [Mannah Sylvia](#)  
**To:** [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** Weekly Mayor Update 280818  
**Date:** 28 August 2018 16:37:08  
**Attachments:** [Weekly Mayor Update 280818.docx](#)

---

Kate and Andy,

Attached is this week's briefing on the Elizabeth line. As always, if you have any questions, then do let me know.

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

**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Adams Simon](#); [Zavitz Richard](#); [Tucker John](#); [Price Amanda](#)  
**Bcc:** [Morley Vicky](#); [Shannon Emma \(London Rail\)](#)  
**Subject:** Weekly Mayoral EL note  
**Date:** 09 August 2018 09:39:43  
**Attachments:** [Weekly Mayor Update 070818 MB.DOCX](#)

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Hi all,

Please find attached the final version of this week's note which was shared with City Hall last night. Howard and Lucy, as always, thank you so much for your help.

Can I please ask for the submissions for the next one by **midday tomorrow** – Mike wants us to get them to City Hall by Monday.

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

**From:** [Mannah Sylvia](#)  
**To:** [external howard Smith](#); [Zavitz Richard](#); [Findlay Lucy](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Adams Simon](#); [Tucker John](#); [Price Amanda](#)  
**Bcc:** [Morley Vicky](#); [Shannon Emma \(London Rail\)](#); [Gasson Sarah](#)  
**Subject:** Weekly note  
**Date:** 14 August 2018 12:58:03  
**Attachments:** [Weekly Mayor Update 130818 final.docx](#)

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Hi all,

With thanks to Howard, Richard and Lucy, attached is the final version of the note that has been shared with City Hall. I'll be on leave from Friday to Tuesday so Richard will kindly pick up next week's version for me.

Many thanks,

Sylvia

[Sylvia Mannah](#)

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** weekly note  
**Date:** 13 August 2018 10:37:48  
**Attachments:** [Weekly Mayor Update 130818.docx](#)

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

**From:** [Mannah Sylvia](#)  
**To:** ["Howard Smith"](#); [Findlay Lucy](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [Adams Simon](#); [Price Amanda](#); [Tucker John](#)  
**Bcc:** [Morley Vicky](#); [Shannon Emma \(London Rail\)](#); [Gasson Sarah](#)  
**Subject:** Weekly update note  
**Date:** 29 August 2018 16:41:24  
**Attachments:** [Weekly Mavor Update 280818.docx](#)

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Hi all,

With thanks to Richard and Phil, attached is the final version of this week's note.

Thanks,

Sylvia

[Sylvia Mannah](#)

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

**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#); [external howard Smith](#)  
**Cc:** [Adams Simon](#)  
**Subject:** Weekly update  
**Date:** 10 August 2018 16:24:37  
**Attachments:** [Weekly Mayor Update 150818.docx](#)

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Hi Sylvia

Here you go draft for next week. You'll see there are a couple of areas I can't complete at the moment but I've suggested how the content can be provided after the testing window this weekend and Haines meeting on Monday.

**Lucy**

**Lucy Findlay | Chief of Staff**

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