

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

**From:** [Zavitz Richard](#)  
**To:** [Doyne Stephanie](#); [Wild Mark \(MD\)](#)  
**Cc:** [Adams Simon](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Mannah Sylvia](#)  
**Subject:** [for review] Weekly Mayor note  
**Date:** 25 September 2018 11:13:19  
**Attachments:** [Weekly Mayor Update\\_240918\\_for review.docx](#)

---

Hi Stephanie,

Find attached the latest version of the briefing note. Please let the group know if you or Mike have any comments.

Mark – Howard mentioned you may want to add some notes to the system integration section – please include as needed.

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)



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

**From:** [Zavitz Richard](#)  
**To:** [REDACTED]  
**Subject:** DRAFT weekly briefing  
**Date:** 17 September 2018 11:05:42  
**Attachments:** [DRAFT Weekly Mayor Update 180918v2.docx](#)

---

Hi Andy,

Find attached the draft of the weekly note. It's mostly consistent with the note from the call. Let me know if you have any comments.

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)



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

**From:** [Zavitz Richard](#)  
**To:** [REDACTED]  
**Subject:** DRAFT weekly note  
**Date:** 11 September 2018 12:50:19  
**Attachments:** [DRAFT\\_Weekly\\_Mayor\\_Update\\_110918.docx](#)

---

Hi Andy,

Find attached the draft weekly note. Let me know if you have any comments.

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)



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

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** EL note  
**Date:** 20 September 2018 11:32:38  
**Attachments:** [Weekly Mayor Update 200918.docx](#)

---

Minor changes from Mike. If you're happy I will send across to City Hall now.

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)

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

**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Brown Mike \(Commissioner\)](#)  
**Cc:** [Thomson Linda](#); [Branks Kirsten](#); [Tagg Ella \(ST\)](#); [Keane Kate](#)  
**Subject:** For review: weekly Crossrail update  
**Date:** 27 September 2018 17:38:38  
**Attachments:** [Weekly Mayor Update\\_240918\\_for review MW AB \(HS\) \(2\).docx](#)

---

Hi Mike

Please find attached this week's draft note on Crossrail for the Mayor, for your review before we send it over. Mark has updated it slightly following this afternoon's meeting.  
Andy

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** FW: Mayor"s weekly  
**Date:** 17 September 2018 17:38:27  
**Attachments:** [Weekly Mayor Update 180918.docx](#)

---

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

**From:** [Keane Kate](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** FW: TfL Restricted - Crossrail briefing  
**Date:** 13 September 2018 14:21:53  
**Attachments:** [Weekly Mayor Update 130918 FINAL.docx](#)

---

Here you go 😊

---

**From:** Doyne Stephanie  
**Sent:** 13 September 2018 10:32  
**To:** Steer Tim; Erica Walker  
**Cc:** Keane Kate; Brown Andy (Corporate Affairs)  
**Subject:** TfL Restricted - Crossrail briefing

Hi both,

Please see attached this weeks briefing note on Crossrail.

Apologies in the delay in getting this over to you.

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)

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

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** FW: TfL Restricted - Crossrail briefing  
**Date:** 20 September 2018 14:42:42  
**Attachments:** [Weekly Mayor Update 200918.docx](#)

---

FYI.

Kind regards

Stephanie

---

**From:** Doyne Stephanie  
**Sent:** 20 September 2018 13:39  
**To:** Steer Tim; Erica Walker  
**Cc:** Keane Kate; Brown Andy (Corporate Affairs)  
**Subject:** TfL Restricted - Crossrail briefing

Hi both,

Please see attached this weeks briefing note on Crossrail.

Apologies in the delay in getting this over to you.

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)



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

**From:** [Howard Smith](#)  
**To:** [Wild Mark \(CEO Crossrail\)](#)  
**Cc:** [Mannah Sylvia](#)  
**Subject:** Fwd: Weekly note  
**Date:** 15 September 2018 18:43:20  
**Attachments:** [Weekly Mayor Update 130918 FINAL.DOCX](#)  
[ATT00001.htm](#)

---

As promised

Sent from my iPhone

Begin forwarded message:

**From:** Mannah Sylvia <[REDACTED]@tfl.gov.uk>  
**Date:** 13 September 2018 at 15:39:31 BST  
**To:** Lucy Findlay <[REDACTED]@crossrail.co.uk>, Howard Smith  
<[REDACTED]@crossrail.co.uk>  
**Cc:** "Hughes David (Director of Strategy and Network Development)"  
<[REDACTED]@tfl.gov.uk>, Price Amanda <[REDACTED]@tfl.gov.uk>,  
Tucker John <[REDACTED]@tfl.gov.uk>, Zavitz Richard  
<[REDACTED]@tfl.gov.uk>, Adams Simon <[REDACTED]@tfl.gov.uk>  
**Subject:** Weekly note

Hi all,

Please find attached the final version of the weekly note. As always, thanks for your contributions. Can I please have the next draft by 2pm tomorrow.

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

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

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Cc:** [Zavitz Richard](#)  
**Subject:** Mayor-BT Chairmans Weekly 240918  
**Date:** 24 September 2018 13:08:26  
**Attachments:** [Mayor-BT Chairmans Weekly 240918.docx](#)

---

Steph,  
Attached is the current version with Lucy. I'll keep you updated.  
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)

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

**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Findlay Lucy](#)  
**Cc:** [Clarke Phil \(ELLP\)](#); [Wild Mark \(CEO Crossrail\)](#); [Findlay Lucy](#)  
**Subject:** Mayor's Chairman's Weekly  
**Date:** 14 September 2018 17:01:49  
**Attachments:** [Mayor-BT Chairmans Weekly 170918.docx](#)

---

Please find attached this weeks draft.

Few changes this week, I've incorporated the wording BT suggested last week into the first paragraph, I've updated on Melton and left a placeholder for the results of transition testing – to be completed on Monday.

The Milestone table needs a refresh but not this week.

Good weekend to all

Howard

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

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

**From:** [O'Brien Jackie](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Zavitz Richard](#); [Adams Simon](#); [Findlay Lucy](#); [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#); [external.howard.smith](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: [for review] Weekly Mayor note  
**Date:** 27 September 2018 17:35:09  
**Attachments:** [Weekly Mayor Update\\_240918\\_for review MW AB \(HS\) \(2\).docx](#)  
[image001.png](#)

---

Hi Andy

Mark has added additional text (red) to section 2.3. with no other amendments

Regards

Jackie

Jackie O'Brien

PA to Mark Wild, Managing Director

London Underground

Palestra, Floor 11 B4

197 Blackfriars Road, London, SE1 8NJ

Phone: [REDACTED] Ext: [REDACTED]

Mobile: [REDACTED]



---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 27 September 2018 16:22  
**To:** Wild Mark (MD)  
**Cc:** O'Brien Jackie; Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate; external.howard.smith  
**Subject:** RE: [for review] Weekly Mayor note  
Mark

Mike just asked me if you feel any changes need to be made to this note following the discussion earlier with the Mayor?

Andy

[REDACTED] | [REDACTED]

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 27 September 2018 11:02  
**To:** Howard Smith; Wild Mark (MD)  
**Cc:** O'Brien Jackie; Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate  
**Subject:** RE: [for review] Weekly Mayor note  
Great - thanks Howard. I will run past Mike when he is back in the office later this morning.

Andy

[REDACTED] | [REDACTED]

---

**From:** Howard Smith [mailto:[REDACTED]@crossrail.co.uk]  
**Sent:** 26 September 2018 19:00  
**To:** Wild Mark (MD)  
**Cc:** Brown Andy (Corporate Affairs); O'Brien Jackie; Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate  
**Subject:** RE: [for review] Weekly Mayor note

Colleagues,

Andy's changes accepted, I've split 2.2 out and expanded to incorporate Mark's comment, old 2.4 (now 2.5) expanded too to reflect what I recall as one of the conclusions reached at the SI review.

Hopefully good to go – over to you Andy.

Hoping Sylvia's back next week – good evening to all!

Howard

---

**From:** Wild Mark (MD) [mailto:[REDACTED]@tfl.gov.uk]  
**Sent:** 26 September 2018 15:08  
**To:** Howard Smith  
**Cc:** Brown Andy (Corporate Affairs); O'Brien Jackie; Zavitz Richard; Adams Simon; Lucy Findlay; Mannah Sylvia; Doyne Stephanie; Keane Kate  
**Subject:** Re: [for review] Weekly Mayor note  
Would be good I think

Sent from my iPhone

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

On 26 Sep 2018, at 14:35, Howard Smith <[REDACTED]@crossrail.co.uk> wrote:

Andy, Mark,  
Happy to revise before close today.  
Howard

Sent from my iPhone

On 26 Sep 2018, at 13:18, Wild Mark (MD) <[REDACTED]@tfl.gov.uk> wrote:

Hi  
Don't forget the "autumn 19"  
Is based on the independent rannikan report which suggested a dynamic test start date  
of 7 Jan 2019  
CR team continue to push / believe that this pessimistic  
But... the Phil threlfall review confirms that the more realistic trajectory is jan 19 start of  
DT and autumn for stage 3 opening. le confirms the rannikan assumptions  
Although obviously no one is saying that getting to autumn 19 is going to be easy or  
without risk  
Perhaps we should add a sentence to pull that out ?  
M  
Sent from my iPhone

On 26 Sep 2018, at 13:06, Brown Andy (Corporate Affairs)  
<[REDACTED]@tube.tfl.gov.uk> wrote:

Thanks, Jackie.  
Howard, Richard,  
A few minor tweaks from me, please - tracked on the attached.  
That includes one sentence that I don't understand, in para 2.4 -  
please can we expand that out?  
And paras 2.2 and 2.3 read extremely negatively to me; can I just  
check that is intentional and that the outcome of Phil Threlfall's  
review is as bad as it sounds? If I were David Bellamy my immediate  
question would be "does that mean the Autumn 2019 opening date  
is now at risk?"  
If you could confirm on those couple of points then I will run past  
Mike before we send over to City Hall.  
Many thanks,  
Andy

---

**From:** O'Brien Jackie  
**Sent:** 25 September 2018 17:05  
**To:** Zavitz Richard; Doyne Stephanie  
**Cc:** Adams Simon; external howard Smith; Brown Andy (Corporate Affairs);  
Findlay Lucy; Mannah Sylvia; Wild Mark (MD)  
**Subject:** RE: [for review] Weekly Mayor note

Dear all

Mark's amended version attached with additional text in section 2.5.

Regards

Jackie

Jackie O'Brien

PA to Mark Wild, Managing Director

London Underground

Palestra, Floor 11 B4

197 Blackfriars Road, London, SE1 8NJ

Phone: [REDACTED] Ext: [REDACTED]

Mobile: [REDACTED]

---

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

**From:** Zavitz Richard  
**Sent:** 25 September 2018 11:13  
**To:** Doyne Stephanie; Wild Mark (MD)  
**Cc:** Adams Simon; external howard Smith; Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia  
**Subject:** [for review] Weekly Mayor note

Hi Stephanie,

Find attached the latest version of the briefing note. Please let the group know if you or Mike have any comments.

Mark – Howard mentioned you may want to add some notes to the system integration section – please include as needed.

Thank you

Richard

---

**Richard Zavitz**

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

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

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

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**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Wild Mark \(MD\)](#)  
**Cc:** [O'Brien Jackie](#); [Zavitz Richard](#); [Adams Simon](#); [Findlay Lucy](#); [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#); [external howard Smith](#)  
**Subject:** RE: [for review] Weekly Mayor note  
**Date:** 27 September 2018 16:21:49  
**Attachments:** [Weekly Mayor Update\\_240918\\_for review MW AB \(HS\).docx](#)

---

Mark

Mike just asked me if you feel any changes need to be made to this note following the discussion earlier with the Mayor?

Andy

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 27 September 2018 11:02  
**To:** Howard Smith; Wild Mark (MD)  
**Cc:** O'Brien Jackie; Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate  
**Subject:** RE: [for review] Weekly Mayor note

Great - thanks Howard. I will run past Mike when he is back in the office later this morning.

Andy

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 26 September 2018 19:00  
**To:** Wild Mark (MD)  
**Cc:** Brown Andy (Corporate Affairs); O'Brien Jackie; Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate  
**Subject:** RE: [for review] Weekly Mayor note

Colleagues,

Andy's changes accepted, I've split 2.2 out and expanded to incorporate Mark's comment, old 2.4 (now 2.5) expanded too to reflect what I recall as one of the conclusions reached at the SI review.

Hopefully good to go – over to you Andy.

Hoping Sylvia's back next week – good evening to all!

Howard

---

**From:** Wild Mark (MD) [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 26 September 2018 15:08  
**To:** Howard Smith  
**Cc:** Brown Andy (Corporate Affairs); O'Brien Jackie; Zavitz Richard; Adams Simon; Lucy Findlay; Mannah Sylvia; Doyne Stephanie; Keane Kate  
**Subject:** Re: [for review] Weekly Mayor note

Would be good I think

Sent from my iPhone

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If you could confirm on those couple of points then I will run past Mike before we send over to City Hall.

Many thanks,

Andy

---

**From:** O'Brien Jackie

**Sent:** 25 September 2018 17:05

**To:** Zavitz Richard; Doyne Stephanie

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

**Subject:** RE: [for review] Weekly Mayor note

Dear all

Mark's amended version attached with additional text in section 2.5.

Regards

Jackie

Jackie O'Brien

PA to Mark Wild, Managing Director

London Underground

Palestra, Floor 11 B4

197 Blackfriars Road, London, SE1 8NJ

Phone: [REDACTED] Ext: [REDACTED]

Mobile: [REDACTED]

---

**From:** Zavitz Richard

**Sent:** 25 September 2018 11:13

**To:** Doyne Stephanie; Wild Mark (MD)

**Cc:** Adams Simon; external howard Smith; Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia

**Subject:** [for review] Weekly Mayor note

Hi Stephanie,

Find attached the latest version of the briefing note. Please let the group know if you or Mike have any comments.

Mark – Howard mentioned you may want to add some notes to the system integration section – please include as needed.

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:** [Wild Mark \(CEO Crossrail\)](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [O'Brien Jackie](#); [Zavitz Richard](#); [Adams Simon](#); [Findlay Lucy](#); [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#)  
**Subject:** RE: [for review] Weekly Mayor note  
**Date:** 26 September 2018 19:00:05  
**Attachments:** [Weekly Mayor Update\\_240918\\_for review MW AB \(HS\).docx](#)

---

Colleagues,

Andy's changes accepted, I've split 2.2 out and expanded to incorporate Mark's comment, old 2.4 (now 2.5) expanded too to reflect what I recall as one of the conclusions reached at the SI review.

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Howard

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To: Howard Smith

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Andy

[REDACTED] | [REDACTED]

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Phone: [REDACTED] Ext: [REDACTED]

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Mark – Howard mentioned you may want to add some notes to the system integration section – please include as needed.

Thank you

Richard

---

Richard Zavitz

Principal Sponsor | Crossrail Joint Sponsor Team

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

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

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

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**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [O'Brien Jackie](#); [Zavitz Richard](#); [external howard Smith](#)  
**Cc:** [Adams Simon](#); [Findlay Lucy](#); [Mannah Sylvia](#); [Wild Mark \(MD\)](#); [Doyne Stephanie](#); [Keane Kate](#)  
**Subject:** RE: [for review] Weekly Mayor note  
**Date:** 26 September 2018 13:06:42  
**Attachments:** [Weekly Mayor Update\\_240918\\_for review MW AB.docx](#)  
[image001.png](#)

---

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And paras 2.2 and 2.3 read extremely negatively to me; can I just check that is intentional and that the outcome of Phil Threlfall's review is as bad as it sounds? If I were David Bellamy my immediate question would be "does that mean the Autumn 2019 opening date is now at risk?"

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Many thanks,

Andy

[REDACTED] | [REDACTED]

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**To:** Zavitz Richard; Doyne Stephanie  
**Cc:** Adams Simon; external howard Smith; Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia; Wild Mark (MD)  
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Regards

Jackie

Jackie O'Brien

PA to Mark Wild, Managing Director

London Underground

Palestra, Floor 11 B4

197 Blackfriars Road, London, SE1 8NJ

Phone: [REDACTED] Ext: [REDACTED]

Mobile: [REDACTED]



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**From:** Zavitz Richard  
**Sent:** 25 September 2018 11:13  
**To:** Doyne Stephanie; Wild Mark (MD)  
**Cc:** Adams Simon; external howard Smith; Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia  
**Subject:** [for review] Weekly Mayor note

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Find attached the latest version of the briefing note. Please let the group know if you or Mike have any comments.

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

Mark – Howard mentioned you may want to add some notes to the system integration section – please include as needed.

Thank you

Richard

---

**Richard Zavitz**

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

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

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



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**From:** [O'Brien Jackie](#)  
**To:** [Zavitz Richard](#); [Doyne Stephanie](#)  
**Cc:** [Adams Simon](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Mannah Sylvia](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: [for review] Weekly Mayor note  
**Date:** 25 September 2018 17:05:25  
**Attachments:** [Weekly Mayor Update\\_240918\\_for review MW.docx](#)  
[image002.png](#)

---

Dear all

Mark's amended version attached with additional text in section 2.5.

Regards

Jackie

Jackie O'Brien

PA to Mark Wild, Managing Director

London Underground

Palestra, Floor 11 B4

197 Blackfriars Road, London, SE1 8NJ

Phone: [REDACTED] Ext: [REDACTED]

Mobile: [REDACTED]



---

**From:** Zavitz Richard  
**Sent:** 25 September 2018 11:13  
**To:** Doyne Stephanie; Wild Mark (MD)  
**Cc:** Adams Simon; external howard Smith; Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia  
**Subject:** [for review] Weekly Mayor note

Hi Stephanie,

Find attached the latest version of the briefing note. Please let the group know if you or Mike have any comments.

Mark – Howard mentioned you may want to add some notes to the system integration section – please include as needed.

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)



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

**From:** [Howard Smith](#)  
**To:** [Zavitz Richard](#); [Doyne Stephanie](#); [Wild Mark \(CEO Crossrail\)](#)  
**Cc:** [Adams Simon](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Mannah Sylvia](#)  
**Subject:** RE: [for review] Weekly Mayor note  
**Date:** 25 September 2018 13:46:44

---

Stephanie,  
Apologies, it's been pointed out that in the rolling stock section (Appendix A) the Approval for Passenger Service Stage 3 date shouldn't read 16 Nov but should, instead, read 'under review'. If you can make the change before this goes forward I'd be grateful.  
Howard

---

From: Zavitz Richard [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 25 September 2018 11:13  
To: Doyne Stephanie; Wild Mark (MD)  
Cc: Adams Simon; Howard Smith; Brown Andy (Corporate Affairs); Lucy Findlay; Mannah Sylvia  
Subject: [for review] Weekly Mayor note

Hi Stephanie,  
Find attached the latest version of the briefing note. Please let the group know if you or Mike have any comments.  
Mark – Howard mentioned you may want to add some notes to the system integration section – please include as needed.  
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:** [O'Brien Jackie](#)  
**Cc:** [Zavitz Richard](#); [Adams Simon](#); [Findlay Lucy](#); [Mannah Sylvia](#); [Doyne Stephanie](#); [Keane Kate](#); [external howard Smith](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: [for review] Weekly Mayor note  
**Date:** 27 September 2018 18:33:48  
**Attachments:** [image001.png](#)

---

Agreed with Mike and now sent to City Hall. Thanks again everyone.

Andy

[REDACTED]

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 27 September 2018 17:37  
**To:** O'Brien Jackie  
**Cc:** Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate; external howard Smith; Wild Mark (MD)  
**Subject:** RE: [for review] Weekly Mayor note  
Great - thanks Jackie

Andy

[REDACTED]

---

**From:** O'Brien Jackie  
**Sent:** 27 September 2018 17:35  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate; external howard Smith; Wild Mark (MD)  
**Subject:** RE: [for review] Weekly Mayor note

Hi Andy

Mark has added additional text (red) to section 2.3. with no other amendments

Regards

Jackie

Jackie O'Brien

PA to Mark Wild, Managing Director

London Underground

Palestra, Floor 11 B4

197 Blackfriars Road, London, SE1 8NJ

Phone: [REDACTED] Ext: [REDACTED]

Mobile: [REDACTED]



---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 27 September 2018 16:22  
**To:** Wild Mark (MD)  
**Cc:** O'Brien Jackie; Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate; external howard Smith  
**Subject:** RE: [for review] Weekly Mayor note

Mark

Mike just asked me if you feel any changes need to be made to this note following the discussion earlier with the Mayor?

Andy

[REDACTED]

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 27 September 2018 11:02  
**To:** Howard Smith; Wild Mark (MD)  
**Cc:** O'Brien Jackie; Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne Stephanie; Keane Kate  
**Subject:** RE: [for review] Weekly Mayor note

Great - thanks Howard. I will run past Mike when he is back in the office later this morning.

Andy

[REDACTED]

---

**From:** Howard Smith [mailto:[REDACTED]@crossrail.co.uk]  
**Sent:** 26 September 2018 19:00  
**To:** Wild Mark (MD)  
**Cc:** Brown Andy (Corporate Affairs); O'Brien Jackie; Zavitz Richard; Adams Simon; Findlay Lucy; Mannah Sylvia; Doyne



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Stephanie; Keane Kate

**Subject:** RE: [for review] Weekly Mayor note

Colleagues,

Andy's changes accepted, I've split 2.2 out and expanded to incorporate Mark's comment, old 2.4 (now 2.5) expanded too to reflect what I recall as one of the conclusions reached at the SI review.

Hopefully good to go – over to you Andy.

Hoping Sylvia's back next week – good evening to all!

Howard

---

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

**Sent:** 26 September 2018 15:08

**To:** Howard Smith

**Cc:** Brown Andy (Corporate Affairs); O'Brien Jackie; Zavitz Richard; Adams Simon; Lucy Findlay; Mannah Sylvia; Doyne Stephanie; Keane Kate

**Subject:** Re: [for review] Weekly Mayor note

Would be good I think

Sent from my iPhone

On 26 Sep 2018, at 14:35, Howard Smith < [REDACTED]@crossrail.co.uk > wrote:

Andy, Mark,

Happy to revise before close today.

Howard

Sent from my iPhone

On 26 Sep 2018, at 13:18, Wild Mark (MD) < [REDACTED]@tfl.gov.uk > wrote:

Hi

Don't forget the "autumn 19"

Is based on the independent rannikan report which suggested a dynamic test start date of 7 Jan 2019

CR team continue to push / believe that this pessimistic

But... the Phil threlfall review confirms that the more realistic trajectory is jan 19 start of DT and autumn for stage 3 opening. Ie confirms the rannikan assumptions

Although obviously no one is saying that getting to autumn 19 is going to be easy or without risk

Perhaps we should add a sentence to pull that out ?

M

Sent from my iPhone

On 26 Sep 2018, at 13:06, Brown Andy (Corporate Affairs)

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

Thanks, Jackie.

Howard, Richard,

A few minor tweaks from me, please - tracked on the attached.

That includes one sentence that I don't understand, in para 2.4 - please can we expand that out?

And paras 2.2 and 2.3 read extremely negatively to me; can I just check that is intentional and that the outcome of Phil Threlfall's review is as bad as it sounds? If I were David Bellamy my immediate question would be "does that mean the Autumn 2019 opening date is now at risk?"

If you could confirm on those couple of points then I will run past Mike before we send over to City Hall.

Many thanks,

Andy

---

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

**From:** O'Brien Jackie  
**Sent:** 25 September 2018 17:05  
**To:** Zavitz Richard; Doyne Stephanie  
**Cc:** Adams Simon; external howard Smith; Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia; Wild Mark (MD)  
**Subject:** RE: [for review] Weekly Mayor note

Dear all

Mark's amended version attached with additional text in section 2.5.

Regards

Jackie

Jackie O'Brien

PA to Mark Wild, Managing Director

London Underground

Palestra, Floor 11 B4

197 Blackfriars Road, London, SE1 8NJ

Phone: [REDACTED] Ext: [REDACTED]

Mobile: [REDACTED]

---

**From:** Zavitz Richard  
**Sent:** 25 September 2018 11:13  
**To:** Doyne Stephanie; Wild Mark (MD)  
**Cc:** Adams Simon; external howard Smith; Brown Andy (Corporate Affairs); Findlay Lucy; Mannah Sylvia  
**Subject:** [for review] Weekly Mayor note

Hi Stephanie,

Find attached the latest version of the briefing note. Please let the group know if you or Mike have any comments.

Mark – Howard mentioned you may want to add some notes to the system integration section – please include as needed.

Thank you

Richard

---

**Richard Zavitz**

Principal Sponsor | Crossrail Joint Sponsor Team

Phone: [REDACTED] (auto [REDACTED] |

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

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

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**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Keane Kate](#)  
**Cc:** [Steer Tim](#); [Erica Walker](#); [Doyne Stephanie](#)  
**Subject:** Re: Crossrail weekly note?  
**Date:** 12 September 2018 20:10:36

---

Kate - Mike has signed off the copy of the weekly CRL note I had with me earlier - please can you send to Erica first thing tomorrow?

Thanks

Andy

On 12 Sep 2018, at 15:54, Brown Andy (Corporate Affairs)

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

I have a draft but I need to sign it off with Mike - and (as usual!) his attention has been elsewhere. I'm hoping to run it past him at about 6pm tonight.  
Sorry!

Andy

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**From:** [REDACTED]  
**To:** [Zavitz Richard](mailto:Richard.Zavitz@tfl.gov.uk)  
**Subject:** RE: DRAFT weekly note  
**Date:** 11 September 2018 12:55:32

---

Grand, thanks very much Richard.

Andy

[REDACTED] | Crossrail Joint Sponsor Team, , Department for Transport  
4/29 | [REDACTED] |

---

**From:** Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]  
**Sent:** 11 September 2018 12:54  
**To:** [REDACTED]  
**Subject:** RE: DRAFT weekly note

Thanks.

That's fine – we're here to help. Andy and I will also be attending.

Richard

---

**From:** [REDACTED] [mailto:[REDACTED]@dft.gov.uk]  
**Sent:** 11 September 2018 12:53  
**To:** Zavitz Richard  
**Subject:** RE: DRAFT weekly note

Thanks Richard – I'll take a look this afternoon.

I don't think I'll be able to attend the Period Review meeting this afternoon – I'll pass on my comments to Pav. Hope that's ok.

Thanks,

[REDACTED]

[REDACTED] | Crossrail Joint Sponsor Team, Department for Transport  
4/29 | [REDACTED] |

---

**From:** Zavitz Richard [mailto:[REDACTED]@tfl.gov.uk]  
**Sent:** 11 September 2018 12:50  
**To:** [REDACTED] <[REDACTED]@dft.gov.uk>  
**Subject:** DRAFT weekly note

Hi [REDACTED]

Find attached the draft weekly note. Let me know if you have any comments.

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



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**From:** [Mannah Sylvia](#)  
**To:** ["Howard Smith"](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Findlay Lucy](#)  
**Cc:** [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#); [Findlay Lucy](#); [Keane Kate](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 17 September 2018 09:17:59  
**Attachments:** [Mayor-BT Chairmans Weekly 170918 SM.docx](#)

---

Howard,  
Thanks again for the note. Please find it attached with some very minor amends.  
Thanks,  
Sylvia

---

**From:** Howard Smith [mailto:[\[REDACTED\]@crossrail.co.uk](mailto: [REDACTED]@crossrail.co.uk)]  
**Sent:** 14 September 2018 17:01  
**To:** Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Findlay Lucy  
**Cc:** Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy  
**Subject:** Mayor's Chairman's Weekly

Please find attached this weeks draft.

Few changes this week, I've incorporated the wording BT suggested last week into the first paragraph, I've updated on Melton and left a placeholder for the results of transition testing – to be completed on Monday.

The Milestone table needs a refresh but not this week.

Good weekend to all

Howard

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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Findlay Lucy](#)  
**Cc:** [Clarke Phil \(ELLP\)](#); [Wild Mark \(CEO Crossrail\)](#); [Findlay Lucy](#); [Keane Kate](#)  
**Subject:** RE: Mayor's Chairman's Weekly  
**Date:** 17 September 2018 18:45:05  
**Attachments:** [Mayor-BT Chairmans Weekly 170918 \(Final\).docx](#)

Sylvia and colleagues,  
Final version incorporating your changes and the wording on last weekends transition testing that is identical to the main Mayor's Report.

Howard

---

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 17 September 2018 09:18  
To: Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay  
Cc: Phil Clarke - Tfl; Wild Mark (MD); Lucy Findlay; Keane Kate  
Subject: RE: Mayor's Chairman's Weekly

Howard,

Thanks again for the note. Please find it attached with some very minor amends.

Thanks,

Sylvia

---

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 14 September 2018 17:01  
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Findlay Lucy  
Cc: Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy  
Subject: Mayor's Chairman's Weekly

Please find attached this weeks draft.

Few changes this week, I've incorporated the wording BT suggested last week into the first paragraph, I've updated on Melton and left a placeholder for the results of transition testing – to be completed on Monday. The Milestone table needs a refresh but not this week.

Good weekend to all

Howard

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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Mayor's weekly  
**Date:** 17 September 2018 18:01:52

---

Sylvia,

Thanks, fine by me. Will incorporate the same wording into the BT Weekly

Howard

---

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

Sent: 17 September 2018 17:36

To: Howard Smith; Lucy Findlay; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Howard,

Thank you. I've tweaked it only slightly to below. Lucy, please find the note attached with one last comment – Andy's team are concerned that we're not addressing the point that although senior management from the JV have been involved, progress is still slow and we need to reassure City Hall that you guys are on the case.

Thanks,

Sylvia

1.1 Dynamic Testing window number 11 took place on 15-16 September. Network Rail (NR) completed the required overhead line installation allowing transition testing of the interface with Great Western to commence at slow speed. A number of positive activities and tests were achieved including:

- Positive testing of the transition from TPWS to CBTC moving from the Great Western to the central tunnel section on Line 6
- For the first time, trains were fully prepared offsite ahead of time and successfully transited directly in from the Old Oak Common Depot for the testing window
- A new tool recording train data and CCTV from the driver's cab was used, making analysis of results easier
- Outcomes were largely in line with pre-testing at the Crossrail Integration Facility (CIF) meaning future tests should be more predictable.

1.2 What was not achieved during the testing includes:

- The full transition from CBTC to ECTS/TPWS leaving the tunnel
- The physical location of some track balises were not consistent with the on-board track database
- The train still requires resetting when reversing and operating using the more complex modes.

1.3 Further software updates from both Siemens and BT (currently under test at Melton) are needed to address these issues and considerable further transition testing (but less disruptive to Network Rail) will be required. Subject to further Melton testing this week new train and wayside software is expected to be available for use in October. In addition Crossrail continues to look at enhancements to collaboration between the two contracts and at improving System Integration more widely.

---

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

Sent: 17 September 2018 14:58

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

Cc: Adams Simon

Subject: RE: Mayor's weekly

Lucy, Sylvia, Andy,

My suggested wording on the weekend's testing (Para 3.1). Quite a lengthy para so may want to break it down. If this is OK I'd propose to use the same wording for the BT



section (Mayor will get it twice, but BT Chairman once).

Howard

1.1 Dynamic Testing window number 11 took place on 15-16 September. Network Rail (NR) completed the required overhead line installation allowing transition testing of the interface with the Great Western to commence at slow speed. A number of positive activities and tests were achieved (i) positive testing of the transition from TPWS to CBTC moving from the Great Western to the central tunnel section on Line 6 (ii) for the first time, trains were fully prepared offsite ahead of time and successfully transitioned directly in from the Old Oak Common Depot for the testing window (iii) a new tool recording train data and CCTV from the cab was used, making analysis of results easier (iv) outcomes were largely in line with pre-testing at the Crossrail Integration Facility (CIF) meaning future tests should be more predictable. More negatively (i) the full transition from CBTC to ECTS/TPWS leaving the tunnel wasn't achieved (ii) the physical location of some track balises were not consistent with the on-board track database (iii) the train still requires resetting when reversing and operating using the more complex modes.

Further software updates from both Siemens and BT (currently under test at Melton) are needed to address these issues and considerable further transition testing (but less disruptive to Network Rail) will be required. Subject to further Melton testing this week new train and wayside software is expected to be available for use in October. In addition Crossrail continues to look at enhancements to collaboration between the two contracts and at improving System Integration more widely.

---

From: Lucy Findlay

Sent: 17 September 2018 14:05

To: Mannah Sylvia; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Thanks Sylvia. Comments in the attached. Regarding specific dates for the software availability from BT and Siemens I don't have them to hand. Perhaps when Howard reviews that para he will be able to adapt my text accordingly.

Regarding 2.1 – the metrics showing linear percentage in that manner are no longer produced instead, as per the comment, the report that is now circulated focusses on the remaining IRNs and static testing for these commodities.

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 17 September 2018 13:40

To: Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Thanks Lucy, so will we not have an update for 2.1 this week?

Attached is the note with some comments from Andy's team.

Thanks,

Sylvia

---

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

Sent: 17 September 2018 13:25

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

Cc: Adams Simon

Subject: RE: Mayor's weekly

Sylvia – updated para 3.1 in the attached. Howard – please could you also review it.

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

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From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 17 September 2018 09:35  
To: Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard  
Cc: Adams Simon  
Subject: RE: Mayor's weekly

Lucy,

Thanks again for the note. Please find it attached with some amends and a few comments.

Thanks,

Sylvia

---

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 14 September 2018 17:45  
To: Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard  
Cc: Adams Simon  
Subject: RE: Mayor's weekly

Hi Sylvia

Draft attached

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: 14 September 2018 17:09  
To: Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay  
Cc: Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay  
Subject: RE: Mayor's Chairman's Weekly

Thanks Howard.

---

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 14 September 2018 17:01  
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Findlay Lucy  
Cc: Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy  
Subject: Mayor's Chairman's Weekly

Please find attached this weeks draft.

Few changes this week, I've incorporated the wording BT suggested last week into the first paragraph, I've updated on Melton and left a placeholder for the results of transition testing – to be completed on Monday. The Milestone table needs a refresh but not this week.

Good weekend to all

Howard

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**From:** [Mannah Sylvia](#)  
**To:** ["Howard Smith"](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Mayor's weekly  
**Date:** 17 September 2018 17:35:42  
**Attachments:** [Weekly Mayor Update 180918.docx](#)

---

Howard,

Thank you. I've tweaked it only slightly to below. Lucy, please find the note attached with one last comment – Andy's team are concerned that we're not addressing the point that although senior management from the JV have been involved, progress is still slow and we need to reassure City Hall that you guys are on the case.

Thanks,  
Sylvia

1.1 Dynamic Testing window number 11 took place on 15-16 September. Network Rail (NR) completed the required overhead line installation allowing transition testing of the interface with Great Western to commence at slow speed. A number of positive activities and tests were achieved including:

- Positive testing of the transition from TPWS to CBTC moving from the Great Western to the central tunnel section on Line 6
- For the first time, trains were fully prepared offsite ahead of time and successfully transited directly in from the Old Oak Common Depot for the testing window
- A new tool recording train data and CCTV from the driver's cab was used, making analysis of results easier
- Outcomes were largely in line with pre-testing at the Crossrail Integration Facility (CIF) meaning future tests should be more predictable.

1.2 What was not achieved during the testing includes:

- The full transition from CBTC to ECTS/TPWS leaving the tunnel
- The physical location of some track balises were not consistent with the on-board track database
- The train still requires resetting when reversing and operating using the more complex modes.

1.3 Further software updates from both Siemens and BT (currently under test at Melton) are needed to address these issues and considerable further transition testing (but less disruptive to Network Rail) will be required. Subject to further Melton testing this week new train and wayside software is expected to be available for use in October. In addition Crossrail continues to look at enhancements to collaboration between the two contracts and at improving System Integration more widely.

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 17 September 2018 14:58  
**To:** Findlay Lucy; Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Mayor's weekly

Lucy, Sylvia, Andy,

My suggested wording on the weekend's testing (Para 3.1). Quite a lengthy para so may want to break it down. If this is OK I'd propose to use the same wording for the BT section (Mayor will get it twice, but BT Chairman once).

Howard

1.1 Dynamic Testing window number 11 took place on 15-16 September. Network Rail (NR) completed the required overhead line installation allowing transition testing of the interface with the Great Western to commence at slow speed. A number of positive activities and tests were achieved (i) positive testing of the transition from TPWS to CBTC moving from the Great Western to the central tunnel section on Line 6 (ii) for the first time, trains were fully prepared offsite ahead of time and successfully transited directly in from the Old Oak Common Depot for the testing window (iii) a new tool recording train data and CCTV from the cab was used, making analysis of results easier (iv) outcomes were largely in line with pre-testing at the Crossrail Integration Facility (CIF) meaning future tests should be more predictable. More

negatively (i) the full transition from CBTC to ECTS/TPWS leaving the tunnel wasn't achieved (ii) the physical location of some track balises were not consistent with the on-board track database (iii) the train still requires resetting when reversing and operating using the more complex modes.

Further software updates from both Siemens and BT (currently under test at Melton) are needed to address these issues and considerable further transition testing (but less disruptive to Network Rail) will be required. Subject to further Melton testing this week new train and wayside software is expected to be available for use in October. In addition Crossrail continues to look at enhancements to collaboration between the two contracts and at improving System Integration more widely.

---

**From:** Lucy Findlay

**Sent:** 17 September 2018 14:05

**To:** Mannah Sylvia; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

**Cc:** Adams Simon

**Subject:** RE: Mayor's weekly

Thanks Sylvia. Comments in the attached. Regarding specific dates for the software availability from BT and Siemens I don't have them to hand. Perhaps when Howard reviews that para he will be able to adapt my text accordingly.

Regarding 2.1 – the metrics showing linear percentage in that manner are no longer produced instead, as per the comment, the report that is now circulated focusses on the remaining IRNs and static testing for these commodities.

**Lucy**

**Lucy Findlay | Chief of Staff**

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

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

**Sent:** 17 September 2018 13:40

**To:** Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

**Cc:** Adams Simon

**Subject:** RE: Mayor's weekly

Thanks Lucy, so will we not have an update for 2.1 this week?

Attached is the note with some comments from Andy's team.

Thanks,

Sylvia

---

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

**Sent:** 17 September 2018 13:25

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

**Cc:** Adams Simon

**Subject:** RE: Mayor's weekly

Sylvia – updated para 3.1 in the attached. Howard – please could you also review it.

**Lucy**

**Lucy Findlay | Chief of Staff**

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

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

**Sent:** 17 September 2018 09:35

**To:** Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

**Cc:** Adams Simon

**Subject:** RE: Mayor's weekly

**Lucy,**

Thanks again for the note. Please find it attached with some amends and a few comments.

Thanks,

Sylvia

---

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

**Sent:** 14 September 2018 17:45

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

**Cc:** Adams Simon

**Subject:** RE: Mayor's weekly

Hi Sylvia

Draft attached

**Lucy**

**Lucy Findlay | Chief of Staff**

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**From:** Mannah Sylvia [mailto:[redacted]@tfl.gov.uk]  
**Sent:** 14 September 2018 17:09  
**To:** Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay  
**Cc:** Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay  
**Subject:** RE: Mayor's Chairman's Weekly  
[Thanks Howard.](#)

**From:** Howard Smith [mailto:[redacted]@crossrail.co.uk]  
**Sent:** 14 September 2018 17:01  
**To:** Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Findlay Lucy  
**Cc:** Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy  
**Subject:** Mayor's Chairman's Weekly

Please find attached this weeks draft.

Few changes this week, I've incorporated the wording BT suggested last week into the first paragraph, I've updated on Melton and left a placeholder for the results of transition testing – to be completed on Monday.

The Milestone table needs a refresh but not this week.

Good weekend to all

Howard

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**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Mayor's weekly  
**Date:** 17 September 2018 14:05:20  
**Attachments:** [Weekly Mayor Update 180918v4.docx](#)

---

Thanks Sylvia. Comments in the attached. Regarding specific dates for the software availability from BT and Siemens I don't have them to hand. Perhaps when Howard reviews that para he will be able to adapt my text accordingly.

Regarding 2.1 – the metrics showing linear percentage in that manner are no longer produced instead, as per the comment, the report that is now circulated focusses on the remaining IRNs and static testing for these commodities.

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 17 September 2018 13:40

To: Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Thanks Lucy, so will we not have an update for 2.1 this week?

Attached is the note with some comments from Andy's team.

Thanks,

Sylvia

---

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

Sent: 17 September 2018 13:25

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

Cc: Adams Simon

Subject: RE: Mayor's weekly

Sylvia – updated para 3.1 in the attached. Howard – please could you also review it.

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 17 September 2018 09:35

To: Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Lucy,

Thanks again for the note. Please find it attached with some amends and a few comments.

Thanks,

Sylvia

---

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

Sent: 14 September 2018 17:45

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

Cc: Adams Simon

Subject: RE: Mayor's weekly

Hi Sylvia

Draft attached

Lucy

Lucy Findlay | Chief of Staff

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

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From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 14 September 2018 17:09  
To: Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay  
Cc: Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay  
Subject: RE: Mayor's Chairman's Weekly  
Thanks Howard.

---

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 14 September 2018 17:01  
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Findlay Lucy  
Cc: Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy  
Subject: Mayor's Chairman's Weekly  
Please find attached this weeks draft.

Few changes this week, I've incorporated the wording BT suggested last week into the first paragraph, I've updated on Melton and left a placeholder for the results of transition testing – to be completed on Monday. The Milestone table needs a refresh but not this week.  
Good weekend to all  
Howard

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Mayor's weekly  
**Date:** 17 September 2018 13:40:20  
**Attachments:** [Weekly Mayor Update 180918.docx](#)

---

Thanks Lucy, so will we not have an update for 2.1 this week?  
Attached is the note with some comments from Andy's team.

Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 17 September 2018 13:25  
**To:** Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Mayor's weekly  
Sylvia – updated para 3.1 in the attached. Howard – please could you also review it.

Lucy

**Lucy Findlay | Chief of Staff**

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**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 17 September 2018 09:35  
**To:** Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Mayor's weekly

Lucy,

Thanks again for the note. Please find it attached with some amends and a few comments.

Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 14 September 2018 17:45  
**To:** Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Mayor's weekly

Hi Sylvia

Draft attached

Lucy

**Lucy Findlay | Chief of Staff**

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

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**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 14 September 2018 17:09  
**To:** Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay  
**Cc:** Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay  
**Subject:** RE: Mayor's Chairman's Weekly

Thanks Howard.

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 14 September 2018 17:01  
**To:** Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Findlay Lucy  
**Cc:** Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy  
**Subject:** Mayor's Chairman's Weekly

Please find attached this weeks draft.

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Good weekend to all

Howard

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**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Mayor's weekly  
**Date:** 17 September 2018 13:24:59  
**Attachments:** [Weekly Mayor Update 180918v3.docx](#)

---

Sylvia – updated para 3.1 in the attached. Howard – please could you also review it.

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 17 September 2018 09:35

To: Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Lucy,

Thanks again for the note. Please find it attached with some amends and a few comments.

Thanks,

Sylvia

---

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

Sent: 14 September 2018 17:45

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

Cc: Adams Simon

Subject: RE: Mayor's weekly

Hi Sylvia

Draft attached

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: 14 September 2018 17:09

To: Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay

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

Subject: RE: Mayor's Chairman's Weekly

Thanks Howard.

---

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

Sent: 14 September 2018 17:01

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

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

Subject: Mayor's Chairman's Weekly

Please find attached this weeks draft.

Few changes this week, I've incorporated the wording BT suggested last week into the first paragraph, I've updated on Melton and left a placeholder for the results of transition testing – to be completed on Monday.

The Milestone table needs a refresh but not this week.

Good weekend to all

Howard

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**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Mayor's weekly  
**Date:** 17 September 2018 10:26:33  
**Attachments:** [Weekly Mayor Update 180918v2.docx](#)

---

Thanks Sylvia please see attached.

I can provide the summary of dynamic testing undertaken after our excom at 11 this morning.

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 17 September 2018 09:35

To: Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Lucy,

Thanks again for the note. Please find it attached with some amends and a few comments.

Thanks,

Sylvia

---

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

Sent: 14 September 2018 17:45

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

Cc: Adams Simon

Subject: RE: Mayor's weekly

Hi Sylvia

Draft attached

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: 14 September 2018 17:09

To: Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay

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

Subject: RE: Mayor's Chairman's Weekly

Thanks Howard.

---

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

Sent: 14 September 2018 17:01

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

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

Subject: Mayor's Chairman's Weekly

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Good weekend to all

Howard

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**To:** [Findlay Lucy](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Mayor's weekly  
**Date:** 17 September 2018 09:35:10  
**Attachments:** [Weekly Mayor Update 180918.docx](#)

---

Lucy,  
Thanks again for the note. Please find it attached with some amends and a few comments.  
Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 14 September 2018 17:45  
**To:** Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Mayor's weekly

Hi Sylvia  
Draft attached  
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:** 14 September 2018 17:09  
**To:** Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay  
**Cc:** Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay  
**Subject:** RE: Mayor's Chairman's Weekly

Thanks Howard.

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 14 September 2018 17:01  
**To:** Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Findlay Lucy  
**Cc:** Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy  
**Subject:** Mayor's Chairman's Weekly

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Good weekend to all

Howard

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**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Mayor's weekly  
**Date:** 14 September 2018 17:45:42  
**Attachments:** [Weekly Mayor Update 180918.docx](#)

Hi Sylvia  
Draft attached  
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: 14 September 2018 17:09  
To: Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay  
Cc: Phil Clarke - TfL; Wild Mark (MD); Lucy Findlay  
Subject: RE: Mayor's Chairman's Weekly

Thanks Howard.

---

From: Howard Smith [mailto:[REDACTED]@crossrail.co.uk]  
Sent: 14 September 2018 17:01  
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Findlay Lucy  
Cc: Clarke Phil (ELLP); Wild Mark (MD); Findlay Lucy  
Subject: Mayor's Chairman's Weekly

Please find attached this weeks draft.

Few changes this week, I've incorporated the wording BT suggested last week into the first paragraph, I've updated on Melton and left a placeholder for the results of transition testing – to be completed on Monday. The Milestone table needs a refresh but not this week.

Good weekend to all  
Howard

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#)  
**Cc:** [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Adams Simon](#)  
**Subject:** Re: Mayor's weekly  
**Date:** 17 September 2018 18:14:09

---

Ok - I'll just say that we have strong commitment from them to deliver by the 22 October.

Sent from my iPhone

On 17 Sep 2018, at 18:00, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

[REDACTED]

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

Sent: 17 September 2018 17:58

To: Lucy Findlay

Cc: Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Adams Simon

Subject: Re: Mayor's weekly

Thanks Lucy. I'll include that and hopefully it will be enough. Thanks again.

Sylvia

Sent from my iPhone

On 17 Sep 2018, at 17:55, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

The commitment we have is at Executive Committee level for Alstom who has accountability for Europe. We have not escalated to Alstom global Board level.

We met ATC CEOs last week to reinforce our requirements.

They are [REDACTED] to achieve 22/10

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

Sent: 17 September 2018 17:36

To: Howard Smith; Lucy Findlay; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Howard,

Thank you. I've tweaked it only slightly to below. Lucy, please find the note attached with one last comment – Andy's team are concerned that we're not addressing the point that although senior management from the JV have been involved, progress is still slow and we need to reassure City Hall that you guys are on the case.

Thanks,

Sylvia

<!--[if !supportLists]-->1.1 <!--[endif]-->Dynamic Testing window number 11 took place on 15-16 September. Network Rail (NR) completed the required overhead line installation allowing transition testing of the interface with Great Western to commence at slow speed. A number of positive activities and tests were achieved including:

<!--[if !supportLists]-->• <!--[endif]-->Positive testing of the transition from TPWS to CBTC moving from the Great Western to the central tunnel section on Line 6

<!--[if !supportLists]-->• <!--[endif]-->For the first time, trains were fully prepared offsite ahead of time and successfully transited directly in from the Old Oak Common Depot for the testing window

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• A new tool recording train data and CCTV from the driver's cab was used, making analysis of results easier

• Outcomes were largely in line with pre-testing at the Crossrail Integration Facility (CIF) meaning future tests should be more predictable.

1.2 What was not achieved during the testing includes:

• The full transition from CBTC to ECTS/TPWS leaving the tunnel

• The physical location of some track balises were not consistent with the on-board track database

• The train still requires resetting when reversing and operating using the more complex modes.

1.3 Further software updates from both Siemens and BT (currently under test at Melton) are needed to address these issues and considerable further transition testing (but less disruptive to Network Rail) will be required. Subject to further Melton testing this week new train and wayside software is expected to be available for use in October. In addition Crossrail continues to look at enhancements to collaboration between the two contracts and at improving System Integration more widely.

---

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

Sent: 17 September 2018 14:58

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

Cc: Adams Simon

Subject: RE: Mayor's weekly

Lucy, Sylvia, Andy,

My suggested wording on the weekend's testing (Para 3.1). Quite a lengthy para so may want to break it down. If this is OK I'd propose to use the same wording for the BT section (Mayor will get it twice, but BT Chairman once).

Howard

1.1 Dynamic Testing window number 11 took place on 15-16 September. Network Rail (NR) completed the required overhead line installation allowing transition testing of the interface with the Great Western to commence at slow speed. A number of positive activities and tests were achieved (i) positive testing of the transition from TPWS to CBTC moving from the Great Western to the central tunnel section on Line 6 (ii) for the first time, trains were fully prepared offsite ahead of time and successfully transited directly in from the Old Oak Common Depot for the testing window (iii) a new tool recording train data and CCTV from the cab was used, making analysis of results easier (iv) outcomes were largely in line with pre-testing at the Crossrail Integration Facility (CIF) meaning future tests should be more predictable. More negatively (i) the full transition from CBTC to ECTS/TPWS leaving the tunnel wasn't achieved (ii) the physical location of some track balises were not consistent with the on-board track database (iii) the train still requires resetting when reversing and operating using the more complex modes.

Further software updates from both Siemens and BT (currently under test at Melton) are needed to address these issues and considerable further transition testing (but less disruptive to Network Rail) will be required. Subject to further Melton testing this week new train and wayside software is expected to be available for use in October. In addition Crossrail continues to look at enhancements to collaboration between the two contracts and at improving System Integration more widely.

---

From: Lucy Findlay

Sent: 17 September 2018 14:05

To: Mannah Sylvia; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Thanks Sylvia. Comments in the attached. Regarding specific dates for the software availability from

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BT and Siemens I don't have them to hand. Perhaps when Howard reviews that para he will be able to adapt my text accordingly.  
Regarding 2.1 – the metrics showing linear percentage in that manner are no longer produced instead, as per the comment, the report that is now circulated focusses on the remaining IRNs and static testing for these commodities.

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 17 September 2018 13:40

To: Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Thanks Lucy, so will we not have an update for 2.1 this week?

Attached is the note with some comments from Andy's team.

Thanks,

Sylvia

---

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

Sent: 17 September 2018 13:25

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

Cc: Adams Simon

Subject: RE: Mayor's weekly

Sylvia – updated para 3.1 in the attached. Howard – please could you also review it.

Lucy

Lucy Findlay | Chief of Staff

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

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

Sent: 17 September 2018 09:35

To: Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard

Cc: Adams Simon

Subject: RE: Mayor's weekly

Lucy,

Thanks again for the note. Please find it attached with some amends and a few comments.

Thanks,

Sylvia

---

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

Sent: 14 September 2018 17:45

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

Cc: Adams Simon

Subject: RE: Mayor's weekly

Hi Sylvia

Draft attached

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

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

Sent: 14 September 2018 17:09

To: Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Lucy Findlay

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

Subject: RE: Mayor's Chairman's Weekly

Thanks Howard.

---

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

Sent: 14 September 2018 17:01

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

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

Subject: Mayor's Chairman's Weekly

Please find attached this weeks draft.

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

Few changes this week, I've incorporated the wording BT suggested last week into the first paragraph, I've updated on Melton and left a placeholder for the results of transition testing – to be completed on Monday.

The Milestone table needs a refresh but not this week.

Good weekend to all

Howard

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**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Erica Walker](#)  
**Cc:** [Doyne Stephanie](#); [Steer Tim](#); [Keane Kate](#)  
**Subject:** RE: TfL Restricted - Crossrail briefing  
**Date:** 27 September 2018 18:33:34  
**Attachments:** [Weekly Mayor Update 240918 for review MW AB \(HS\) \(2\).docx](#)

---

Hi Erica

Sorry for the delay - please find this week's briefing attached.

Andy

---

**From:** Keane Kate  
**Sent:** 27 September 2018 15:20  
**To:** Erica Walker; Doyne Stephanie; Steer Tim  
**Cc:** Brown Andy (Corporate Affairs)  
**Subject:** RE: TfL Restricted - Crossrail briefing

Hi Erica

Andy is hoping to run it by Mike this afternoon – as soon as he is ok with it, we will send it across to you.

Sorry for the delay.

Kate

---

**From:** Erica Walker [mailto:[ericawalker@london.gov.uk](mailto:ericawalker@london.gov.uk)]  
**Sent:** 27 September 2018 14:39  
**To:** Doyne Stephanie; Steer Tim  
**Cc:** Keane Kate; Brown Andy (Corporate Affairs)  
**Subject:** RE: TfL Restricted - Crossrail briefing

Hi – just following up to see if we will get this shortly.

Many thanks

Erica

---

**From:** Doyne Stephanie  
**Sent:** 20 September 2018 13:39  
**To:** Tim Steer ; Erica Walker  
**Cc:** Keane Kate ; Andrew J. Brown  
**Subject:** TfL Restricted - Crossrail briefing

Hi both,

Please see attached this weeks briefing note on Crossrail.

Apologies in the delay in getting this over to you.

Kind regards

Stephanie

**Stephanie Doyne**

Corporate Affairs Manager | Corporate Affairs

Phone: [\[redacted\]](#) (auto [\[redacted\]](#) | Mobile: [\[redacted\]](#))

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

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

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**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Weekly Mayor Update 110918  
**Date:** 11 September 2018 14:50:48  
**Attachments:** [Weekly Mayor Update 110918 v1.1.docx](#)

---

Only minor change to formatting to help 3.1 to read better.

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 11 September 2018 14:02  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 110918

The note for review.

[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:** RE: Weekly Mayor Update 110918  
**Date:** 11 September 2018 14:30:42

---

### 3.1

---

**From:** Doyne Stephanie  
**Sent:** 11 September 2018 14:26  
**To:** Mannah Sylvia  
**Subject:** RE: Weekly Mayor Update 110918

Hiya,

What's the difference to this note and the note you sent through earlier?

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 11 September 2018 14:02  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 110918

The note for review.

[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)



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**From:** [Doyne Stephanie](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Keane Kate](#)  
**Subject:** RE: Weekly Mayor Update 110918  
**Date:** 11 September 2018 14:52:32  
**Attachments:** [Weekly Mayor Update 110918 v1.1.docx](#)  
[image001.png](#)

---

Please see updated note (the only change is to point 3.1 – unfortunately LU have not used track changes).

Kind regards

Stephanie

---

**From:** Doyne Stephanie  
**Sent:** 11 September 2018 12:11  
**To:** Brown Andy (Corporate Affairs)  
**Cc:** Keane Kate  
**Subject:** Weekly Mayor Update 110918

Hi Andy,

Please see attached the most current note for the weekly update.

Let me know if you have any comments.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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



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**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Weekly Mayor Update 180918v2  
**Date:** 17 September 2018 11:54:45  
**Attachments:** [Weekly Mayor Update 180918v3.docx](#)

---

Only a few comments – especially disappointed at the lack of progress at stations and the lack of reasoning behind it.

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 17 September 2018 11:22  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 180918v2  
Current version. Lucy will update it shortly. Let me know if you have any comments asap.

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Cc:** [Keane Kate](#)  
**Subject:** RE: Weekly Mayor Update 180918v4.docx  
**Date:** 18 September 2018 09:17:14  
**Attachments:** [Weekly Mayor Update 180918.docx](#)

---

Steph,  
Attached is the updated note which hopefully now addresses the points you made yesterday.  
Thanks,  
Sylvia

---

**From:** Doyne Stephanie  
**Sent:** 17 September 2018 14:58  
**To:** Mannah Sylvia  
**Cc:** Keane Kate  
**Subject:** RE: Weekly Mayor Update 180918v4.docx  
I understand – I'm just worried with all the focus on Crossrail at the moment that these notes aren't particularly helpful....  
Kind regards  
Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 17 September 2018 14:53  
**To:** Doyne Stephanie  
**Cc:** Keane Kate  
**Subject:** Re: Weekly Mayor Update 180918v4.docx  
Steph,  
I get your point and frustration but I think part of Lucy's challenge is around the right info being available. I'll pick this back up and get back to you.  
Thanks,  
Sylvia

Sent from my iPhone

On 17 Sep 2018, at 14:45, Doyne Stephanie <[\[REDACTED\]](#)> wrote:

Is there a particular reason that she writes in caps?

As for the explanation on my first point it isn't good enough. Why has the productivity not been good enough despite it being highlighted to senior management, not to mention recent discussions at such a high level? What steps are being taken to manage this? Why is this information not included in the note? We can't simply say there are risks every week and have no real evidence of what is being done to manage these. I also don't understand how the figures provided for stations can only be updated when there is a new MOHS (which was only explained when I asked why the numbers hadn't changed). but this is not explained in the note i.e. when the new MOHS will come in and when we can expect to see a change in the figures

Lucy and her team need to understand that when Mike reviews each note, the main thing he will mention is that we repeat the same information each week.

Sorry if this sounds like I am having a go at you but this back and forth each week causes delays to the note being sent across and with a potential weekly call about to be scheduled, I'm concerned at the lack of care being taken when

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providing information to Mike and the Mayor's office.

Kind regards  
Stephanie

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

From: Mannah Sylvia

Sent: 17 September 2018 14:20

To: Doyne Stephanie

Subject: Weekly Mayor Update 180918v4.docx

I'm in a 2 hour meeting for now so for speed, please find the document attached.

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Keane Kate](#)  
**Subject:** RE: Weekly Mayor Update 180918v4.docx  
**Date:** 18 September 2018 10:32:45

---

Hi Sylvia,  
This is much better - thanks.  
I'm going to try and get Mike to look it asap and will let you know when we send it across to City Hall.  
Kind regards  
Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 18 September 2018 09:17  
**To:** Doyne Stephanie  
**Cc:** Keane Kate  
**Subject:** RE: Weekly Mayor Update 180918v4.docx

Steph,  
Attached is the updated note which hopefully now addresses the points you made yesterday.  
Thanks,  
Sylvia

---

**From:** Doyne Stephanie  
**Sent:** 17 September 2018 14:58  
**To:** Mannah Sylvia  
**Cc:** Keane Kate  
**Subject:** RE: Weekly Mayor Update 180918v4.docx

I understand – I'm just worried with all the focus on Crossrail at the moment that these notes aren't particularly helpful....  
Kind regards  
Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 17 September 2018 14:53  
**To:** Doyne Stephanie  
**Cc:** Keane Kate  
**Subject:** Re: Weekly Mayor Update 180918v4.docx

Steph,  
I get your point and frustration but I think part of Lucy's challenge is around the right info being available. I'll pick this back up and get back to you.  
Thanks,  
Sylvia

Sent from my iPhone

On 17 Sep 2018, at 14:45, Doyne Stephanie <[\[REDACTED\]](#)> wrote:

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MOHS (which was only explained when I asked why the numbers hadn't changed). but this is not explained in the note i.e. when the new MOHS will come in and when we can expect to see a change in the figures

Lucy and her team need to understand that when Mike reviews each note, the main thing he will mention is that we repeat the same information each week.

Sorry if this sounds like I am having a go at you but this back and forth each week causes delays to the note being sent across and with a potential weekly call about to be scheduled, I'm concerned at the lack of care being taken when providing information to Mike and the Mayor's office.

Kind regards  
Stephanie

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

From: Mannah Sylvia

Sent: 17 September 2018 14:20

To: Doyne Stephanie

Subject: Weekly Mayor Update 180918v4.docx

I'm in a 2 hour meeting for now so for speed, please find the document attached.

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

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Weekly Mayor Update xx0918  
**Date:** 10 September 2018 14:52:03  
**Attachments:** [Weekly Mayor Update 100918 SD Comments.docx](#)

---

Hi Sylvia,

Agree with all of your comments and have added a few of my own. I'm not sure why the figures keep changing surely it should just go up each week against the target or stay the same?

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 10 September 2018 14:38  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update xx0918  
With my comments.

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

**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Weekly note  
**Date:** 25 September 2018 08:24:59  
**Attachments:** [Weekly Mayor Update \(HS\) 240918.docx](#)

---

A few suggested amendments – Mark may have views on the Systems Integration section as he was present throughout.

Howard

---

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 24 September 2018 18:54  
To: Howard Smith; Lucy Findlay; Brown Andy (Corporate Affairs)  
Cc: Adams Simon; Zavitz Richard; Wild Mark (MD)  
Subject: RE: Weekly note

Howard,

Thanks. Please find the latest version of the note attached. This includes your final note. Please let Richard know if you have any final comments on the CRL section before it goes to Mike's office.

Thanks,

Sylvia

---

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 24 September 2018 18:41  
To: Mannah Sylvia; Findlay Lucy; Brown Andy (Corporate Affairs)  
Cc: Adams Simon; Zavitz Richard  
Subject: RE: Weekly note

Sylvia (and Richard),

Please find final version attached.

In terms of comments:

Removed ref to brief drop in availability, as suggested

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Start of Stage 3 date – amended to Autumn 19 as suggested

Finally – Richard could you send me the latest version of the front part (the 'CRL bit') I didn't get chance to glance through and it's been deleted – thanks.

Kind regards and good hols to Sylvia

Howard

---

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 24 September 2018 10:44  
To: Howard Smith; Lucy Findlay; Brown Andy (Corporate Affairs)  
Cc: Adams Simon; Zavitz Richard  
Subject: RE: Weekly note

Hi Howard,

Many thanks for your note. Please find it attached with some minor amends and some comments.

Thanks,

Sylvia

---

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 21 September 2018 18:58  
To: Mannah Sylvia; Findlay Lucy; Brown Andy (Corporate Affairs)  
Cc: Adams Simon; Zavitz Richard  
Subject: RE: Weekly note

Here you go...

Howard



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---

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

---

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 21 September 2018 16:08  
To: Mannah Sylvia; Findlay Lucy  
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
Subject: RE: Weekly note  
Later (but not too late!) today  
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From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 21 September 2018 15:48  
To: Lucy Findlay; Howard Smith  
Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
Subject: RE: Weekly note  
Lucy and Howard,  
A gentle reminder for you're the next version of the briefing please. If you can't get it to me today, then first thing on Monday please.  
Thanks,  
Sylvia

---

From: Mannah Sylvia  
Sent: 20 September 2018 14:23  
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Cc: Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
Subject: Weekly note  
All,  
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Thanks,  
Sylvia  
Sylvia Mannah  
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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Adams Simon](#)  
**Subject:** Re: Weekly note  
**Date:** 11 September 2018 14:00:35

---

Yes of course

H

Sent from my iPhone

On 11 Sep 2018, at 12:40, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Howard,

For the table at the end, can I put autumn 2019 for the launch of stage 3, it's currently TBC.

Thanks,

Sylvia

---

From: Brown Andy (Corporate Affairs)  
Sent: 11 September 2018 07:20  
To: external howard Smith  
Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Adams Simon  
Subject: Re: Weekly note  
Ok, thanks Howard.  
Andy

On 10 Sep 2018, at 21:38, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

Andy,

Thanks, I'd leave any further comment till we see how things progress - cautiously optimistic I'd say - but BT need to repeat the same as and when the FLU's (9-cars) get running more miles.

Howard

Sent from my iPhone

On 10 Sep 2018, at 21:29, Brown Andy (Corporate Affairs) <[\[REDACTED\]@tube.tfl.gov.uk](#)> wrote:

And makes sense re MDSAF, thanks. Should we make that clearer in the note and actually say we view it as pretty much success? Or will that be too generous to BT.

Andy

On 10 Sep 2018, at 20:45, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Thanks Howard.

Sent from my iPhone

On 10 Sep 2018, at 19:04, Howard Smith  
<[REDACTED]@crossrail.co.uk> wrote:

Thanks, amendments from BT  
(minor additions) and from  
Phil Clarke (Heathrow Para)  
all incorporated.

Re questions – [REDACTED] probably  
continues till they get  
certification for us to use  
FLU's on NR – my guess mid-  
end Oct.

Target MDSAF – 4300-8100 is  
OK versus 5000 as far as I am  
concerned. It's not an exact  
science (as we know how long  
each incident lasts is as  
significant as number of  
incidents and are is very low –  
hence units with apparently  
'bad' reliability supporting a  
'top of the table' railway in  
TfL Rail.

Thanks and regards  
Howard

---

From: Mannah Sylvia  
[mailto:[REDACTED]@tfl.gov.uk]  
Sent: 10 September 2018 09:52  
To: Brown Andy (Corporate  
Affairs); Howard Smith; Lucy  
Findlay; Zavitz Richard  
Cc: Adams Simon  
Subject: RE: Weekly note

Howard,  
Thanks for this. I've included  
some minor amends and a  
comment on Andy's  
version.

Thanks,  
Sylvia

---

From: Brown Andy (Corporate  
Affairs)  
Sent: 10 September 2018 09:47  
To: external howard Smith;  
Mannah Sylvia; Findlay Lucy; Zavitz  
Richard  
Cc: Adams Simon

Subject: RE: Weekly note  
Thanks very much Howard -  
I know you are swamped at  
the moment!  
Some minor suggested  
tweaks tracked in the  
attached - mostly to tighten  
up some techy language  
but also a question about  
whether BT have now  
missed the end-of-August  
MDSAF target?

Andy

[REDACTED] | [REDACTED]  
[REDACTED]

---

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

Sent: 10 September 2018 08:44  
To: Mannah Sylvia; Findlay Lucy;  
Zavitz Richard; Brown Andy  
(Corporate Affairs)  
Cc: Adams Simon  
Subject: RE: Weekly note  
Draft Rolling Stock Weekly  
attached. Apologies for not  
circulating Friday night,  
comments today please.

Howard

---

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

Sent: 07 September 2018 17:29  
To: Lucy Findlay; Howard Smith;  
Zavitz Richard  
Cc: Adams Simon  
Subject: RE: Weekly note

All to confirm, the answer is  
yes we need to provide the  
weekly note for next week.

---

From: Mannah Sylvia  
Sent: 07 September 2018 16:45  
To: Findlay Lucy; external howard  
Smith; Zavitz Richard  
Cc: Adams Simon  
Subject: Weekly note

Hi all,

Howard kindly reminded me  
about the weekly note. I've

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asked whether we need to produce it but I suspect the answer this time will be yes. Can I please have a draft by midday on Monday.

Attached is the last version that was issued to 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)

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**From:** [Mannah Sylvia](#)  
**To:** [external howard Smith](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Weekly note  
**Date:** 24 September 2018 18:54:31  
**Attachments:** [Weekly Mayor Update 240918.docx](#)

---

Howard,

Thanks. Please find the latest version of the note attached. This includes your final note.

Please let Richard know if you have any final comments on the CRL section before it goes to Mike's office.

Thanks,

Sylvia

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 24 September 2018 18:41  
**To:** Mannah Sylvia; Findlay Lucy; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note  
Sylvia (and Richard),  
Please find final version attached.

In terms of comments:

Removed ref to brief drop in availability, as suggested

Numbers are actually best/worst case weekly figures – I've always used these but have amended the wording, which hadn't been picked up before.

I've left national rail lower case – its Network Rail that should have capitals?

Yes 6 Feb is BT's date for Stage 2 Phase 2 but as this would require driver training in advance (and the date is risky) I'm not portraying it as that.

Stage 2 date – yes hopefully October but not absolutely hard wired to MOHS

Start of Stage 3 date – amended to Autumn 19 as suggested

Finally – [Richard](#) could you send me the latest version of the front part (the 'CRL bit') I didn't get chance to glance through and it's been deleted – thanks.

Kind regards and good hols to Sylvia

Howard

---

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**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

Hi Howard,

Many thanks for your note. Please find it attached with some minor amends and some comments.

Thanks,

Sylvia

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 21 September 2018 18:58  
**To:** Mannah Sylvia; Findlay Lucy; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

Here you go...

Howard

---

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

---

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

Later (but not too late!) today

H

**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 21 September 2018 15:48  
**To:** Lucy Findlay; Howard Smith  
**Cc:** Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
**Subject:** RE: Weekly note

Lucy and Howard,

A gentle reminder for you're the next version of the briefing please. If you can't get it to me today, then first thing on Monday please.

Thanks,  
Sylvia

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

All,

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

Thanks,  
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Sylvia Mannah

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**Cc:** [Adams Simon](#); [Zavitz Richard](#)  
**Subject:** RE: Weekly note  
**Date:** 24 September 2018 18:41:37  
**Attachments:** [Mayor-BT Chairmans Weekly 240918 \(Final\).docx](#)

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Later (but not too late!) today

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To: Lucy Findlay; Howard Smith  
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Subject: RE: Weekly note

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Subject: Weekly note

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Sylvia

Sylvia Mannah

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#)  
**Cc:** [Zavitz Richard](#)  
**Subject:** RE: Weekly note  
**Date:** 24 September 2018 16:21:36

---

On a separate note, there were two actions for CRL following the Transport Committee – one was to confirm if there are any penalty clauses with Berkley Homes in relation to Woolwich station. The other was to about providing a monthly note to the Assembly which we discussed last week.

I'm not sure how the actions are being progressed on the CRL end but Heidi has asked for CRL to send the Committee a response this week. On the monthly note, as we discussed, it should follow the same process as the weekly note but we will send the final version for you to issue to the Committee. We're discussing the best timeline for this and Richard will share it with you later in the week.

If you have any questions, then do let me know.

Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 24 September 2018 15:51  
**To:** Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note  
Sorry missed that one – I don't believe that a specific date was agreed.

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:** 24 September 2018 15:47  
**To:** Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note  
Thanks Lucy. What about the second comment please?

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 24 September 2018 13:55  
**To:** Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

Hi Sylvia

Re comment 1 – I don't think the meeting concluded a revised date for 5/2commencement

Have a lovely holiday

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:** 24 September 2018 13:07  
**To:** Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

Lucy,

Thank you very much for the note. Please find it attached with some minor amends and some comments. For info, I'm going to be on leave as of COP today and back in the office on Wednesday 3 Oct so Richard Z will pick up any additional comments that come up tomorrow and next week's note.

Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 24 September 2018 12:53  
**To:** Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard

**Subject:** RE: Weekly note

**Lucy**

**Lucy Findlay | Chief of Staff**

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

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---

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

**Sent:** 24 September 2018 10:44

**To:** Howard Smith; Lucy Findlay; Brown Andy (Corporate Affairs)

**Cc:** Adams Simon; Zavitz Richard

**Subject:** RE: Weekly note

Hi Howard,

Many thanks for your note. Please find it attached with some minor amends and some comments.

Thanks,

Sylvia

---

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

**Sent:** 21 September 2018 18:58

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

**Cc:** Adams Simon; Zavitz Richard

**Subject:** RE: Weekly note

Here you go...

Howard

---

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

**Sent:** 21 September 2018 16:11

**To:** Howard Smith; Lucy Findlay

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

**Subject:** RE: Weekly note

Thanks Howard.

---

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

**Sent:** 21 September 2018 16:08

**To:** Mannah Sylvia; Findlay Lucy

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

**Subject:** RE: Weekly note

Later (but not too late!) today

H

---

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

**Sent:** 21 September 2018 15:48

**To:** Lucy Findlay; Howard Smith

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

**Subject:** RE: Weekly note

Lucy and Howard,

A gentle reminder for you're the next version of the briefing please. If you can't get it to me today, then first thing on Monday please.

Thanks,

Sylvia

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**From:** Mannah Sylvia

**Sent:** 20 September 2018 14:23

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**Subject:** Weekly note

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Sylvia Mannah

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

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#); [Zavitz Richard](#)  
**Subject:** RE: Weekly note  
**Date:** 24 September 2018 13:07:07  
**Attachments:** [Weekly Mayor Update 240918.docx](#)

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**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 24 September 2018 12:53  
**To:** Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

**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:** 24 September 2018 10:44  
**To:** Howard Smith; Lucy Findlay; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

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**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 21 September 2018 18:58  
**To:** Mannah Sylvia; Findlay Lucy; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

Here you go...

Howard

---

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

Thanks Howard.

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

Later (but not too late!) today

H

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**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 21 September 2018 15:48  
**To:** Lucy Findlay; Howard Smith  
**Cc:** Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
**Subject:** RE: Weekly note

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Sylvia

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**From:** Mannah Sylvia  
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**To:** Findlay Lucy; external howard Smith  
**Cc:** Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
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Sylvia Mannah  
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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](#); [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#); [Zavitz Richard](#)  
**Subject:** RE: Weekly note  
**Date:** 24 September 2018 12:53:27  
**Attachments:** [Weekly Mayor Update 240918.docx](#)

---

Lucy

Lucy Findlay | Chief of Staff

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

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Cc: Adams Simon; Zavitz Richard

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Howard

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**To:** ["Howard Smith"](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#); [Zavitz Richard](#)  
**Subject:** RE: Weekly note  
**Date:** 24 September 2018 10:43:58  
**Attachments:** [Mavor-BT Chairmans Weekly 240918.docx](#)

---

Hi Howard,  
Many thanks for your note. Please find it attached with some minor amends and some comments.  
Thanks,  
Sylvia

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**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 21 September 2018 18:58  
**To:** Mannah Sylvia; Findlay Lucy; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note  
[Here you go...](#)  
Howard

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**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 21 September 2018 16:11  
**To:** Howard Smith; Lucy Findlay  
**Cc:** Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
**Subject:** RE: Weekly note  
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**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
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**To:** Mannah Sylvia; Findlay Lucy  
**Cc:** Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
**Subject:** RE: Weekly note  
[Later \(but not too late!\) today](#)  
H

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

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**From:** Mannah Sylvia  
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[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:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#); [Zavitz Richard](#)  
**Subject:** RE: Weekly note  
**Date:** 21 September 2018 18:58:02  
**Attachments:** [Mayor-BT Chairmans Weekly 240918.docx](#)

---

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Howard

---

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 21 September 2018 16:11  
To: Howard Smith; Lucy Findlay  
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From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
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**To:** [Mannah Sylvia](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#); [Zavitz Richard](#)  
**Subject:** RE: Weekly note  
**Date:** 21 September 2018 18:57:56  
**Attachments:** [Mayor-BT Chairmans Weekly 240918.docx](#)

---

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Howard

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From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
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**To:** ["Howard Smith"](#); [Findlay Lucy](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Price Amanda](#); [Adams Simon](#); [Zavitz Richard](#); [Tucker John](#)  
**Subject:** RE: Weekly note  
**Date:** 21 September 2018 16:10:34

---

Thanks Howard.

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 21 September 2018 16:08  
**To:** Mannah Sylvia; Findlay Lucy  
**Cc:** Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Price Amanda](#); [Adams Simon](#); [Zavitz Richard](#); [Tucker John](#)  
**Subject:** RE: Weekly note  
**Date:** 21 September 2018 15:47:51

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**Subject:** Weekly note

All,

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

Thanks,

Sylvia

[Sylvia Mannah](#)

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

Tel: [REDACTED] Ext: [REDACTED] Mob: [REDACTED] | E-mail: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)  
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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Findlay Lucy](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: Weekly note  
**Date:** 28 September 2018 19:25:46  
**Attachments:** [Mayor-BT Chairmans Weekly 011018.docx](#)

---

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

---

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

---

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

---

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

---

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

---

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

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

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [Zavitz Richard](#); [external howard Smith](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 11 September 2018 12:45:06  
**Attachments:** [Weekly Mayor Update 110918.docx](#)

---

Lucy and Howard,  
Thanks for the contributions. Attached is the version I will be sharing with Andy shortly.  
Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 11 September 2018 11:36  
**To:** Mannah Sylvia; Zavitz Richard; external howard Smith  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note  
**Suggested text for 3.1**

3.1 Dynamic Testing window number 10 took place on 7 September. Testing was reduced to a single day due to Network Rail (NR) overhead line works for Crossrail not being completed in time to enable transition testing on the interface of the Great Western. CRL has now agreed a plan with NR and stakeholders to enable completion of a minimum work scope for overhead line works during two nights this week to enable transition testing at low speeds to take place during test window 11 commencing 15 September.

**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:** 11 September 2018 11:01  
**To:** Zavitz Richard; Lucy Findlay; Howard Smith  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note

**Lucy,**

Thanks for the revised note. Do you have an update on Richard's point below please?

Thanks,  
Sylvia

---

**From:** Zavitz Richard  
**Sent:** 10 September 2018 16:17  
**To:** Mannah Sylvia; Findlay Lucy; external howard Smith  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note

Hi Lucy,

On the following point:

3.1 Dynamic Testing window number 10 took place on 7 September. Testing was reduced to a single day due to Network Rail (NR) works not being complete to enable transition testing on the interface of the Great Western or further transition testing on the Great Eastern.

Would you be able to provide clarity on what works were not complete and the reason why (for both the east and west transition)? Were NR doing these works directly for Crossrail or were they part of a wider work package?

Thanks

Richard

---

**From:** Mannah Sylvia  
**Sent:** 10 September 2018 15:37  
**To:** Findlay Lucy; external howard Smith; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note

**Lucy,**

Thanks again for this. Now attached with some minor amends and a few questions from Steph and I,

Thanks,  
Sylvia

---

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

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

**Sent:** 10 September 2018 13:00

**To:** Mannah Sylvia; external howard Smith; Zavitz Richard

**Cc:** Adams Simon

**Subject:** RE: Weekly note

Here you go Sylvia – apologies for delay. You may want to include an intro line on what’s happened in terms of Autumn 2019 delivery since last briefing?

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

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

**Sent:** 07 September 2018 16:45

**To:** Lucy Findlay; Howard Smith; Zavitz Richard

**Cc:** Adams Simon

**Subject:** Weekly note

Hi all,

Howard kindly reminded me about the weekly note. I’ve asked whether we need to produce it but I suspect the answer this time will be yes. Can I please have a draft by midday on Monday. Attached is the last version that was issued to 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:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Adams Simon](#)  
**Subject:** Re: Weekly note  
**Date:** 11 September 2018 14:00:35

---

Yes of course

H

Sent from my iPhone

On 11 Sep 2018, at 12:40, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Howard,

For the table at the end, can I put autumn 2019 for the launch of stage 3, it's currently TBC.

Thanks,

Sylvia

---

From: Brown Andy (Corporate Affairs)  
Sent: 11 September 2018 07:20  
To: external howard Smith  
Cc: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Adams Simon  
Subject: Re: Weekly note  
Ok, thanks Howard.  
Andy

On 10 Sep 2018, at 21:38, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

Andy,

Thanks, I'd leave any further comment till we see how things progress - cautiously optimistic I'd say - but BT need to repeat the same as and when the FLU's (9-cars) get running more miles.

Howard

Sent from my iPhone

On 10 Sep 2018, at 21:29, Brown Andy (Corporate Affairs) <[\[REDACTED\]@tube.tfl.gov.uk](#)> wrote:

And makes sense re MDSAF, thanks. Should we make that clearer in the note and actually say we view it as pretty much success? Or will that be too generous to BT.

Andy

On 10 Sep 2018, at 20:45, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](#)> wrote:

Thanks Howard.



Sent from my iPhone

On 10 Sep 2018, at 19:04, Howard Smith  
<[REDACTED]@crossrail.co.uk> wrote:

Thanks, amendments from BT  
(minor additions) and from  
Phil Clarke (Heathrow Para)  
all incorporated.

Re questions – pause probably  
continues till they get  
certification for us to use  
FLU's on NR – my guess mid-  
end Oct.

Target MDSAF – 4300-8100 is  
OK versus 5000 as far as I am  
concerned. It's not an exact  
science (as we know how long  
each incident lasts is as  
significant as number of  
incidents and are is very low –  
hence units with apparently  
'bad' reliability supporting a  
'top of the table' railway in  
TfL Rail.

Thanks and regards  
Howard

---

From: Mannah Sylvia  
[mailto:[REDACTED]@tfl.gov.uk]  
Sent: 10 September 2018 09:52  
To: Brown Andy (Corporate  
Affairs); Howard Smith; Lucy  
Findlay; Zavitz Richard  
Cc: Adams Simon  
Subject: RE: Weekly note

Howard,  
Thanks for this. I've included  
some minor amends and a  
comment on Andy's  
version.

Thanks,  
Sylvia

---

From: Brown Andy (Corporate  
Affairs)  
Sent: 10 September 2018 09:47  
To: external howard Smith;  
Mannah Sylvia; Findlay Lucy; Zavitz  
Richard  
Cc: Adams Simon

Subject: RE: Weekly note  
Thanks very much Howard -  
I know you are swamped at  
the moment!  
Some minor suggested  
tweaks tracked in the  
attached - mostly to tighten  
up some techy language  
but also a question about  
whether BT have now  
missed the end-of-August  
MDSAF target?

Andy

[REDACTED] | [REDACTED]  
[REDACTED]

---

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

Sent: 10 September 2018 08:44  
To: Mannah Sylvia; Findlay Lucy;  
Zavitz Richard; Brown Andy  
(Corporate Affairs)  
Cc: Adams Simon  
Subject: RE: Weekly note  
Draft Rolling Stock Weekly  
attached. Apologies for not  
circulating Friday night,  
comments today please.

Howard

---

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

Sent: 07 September 2018 17:29  
To: Lucy Findlay; Howard Smith;  
Zavitz Richard  
Cc: Adams Simon  
Subject: RE: Weekly note

All to confirm, the answer is  
yes we need to provide the  
weekly note for next week.

---

From: Mannah Sylvia  
Sent: 07 September 2018 16:45  
To: Findlay Lucy; external howard  
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Attached is the last version that was issued to them.

Thanks,

Sylvia

Sylvia Mannah

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

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**From:** [Mannah Sylvia](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#); [external howard Smith](#)  
**Cc:** [Findlay Lucy](#); [Zavitz Richard](#); [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 11 September 2018 12:40:07

---

Howard,  
For the table at the end, can I put autumn 2019 for the launch of stage 3, it's currently TBC.  
Thanks,  
Sylvia

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 11 September 2018 07:20  
**To:** external howard Smith  
**Cc:** Mannah Sylvia; Findlay Lucy; Zavitz Richard; Adams Simon  
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Sent from my iPhone

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Thanks, amendments from BT (minor additions) and from Phil Clarke (Heathrow Para) all incorporated.  
Re questions – [\[REDACTED\]](#) probably continues till they get certification for

us to use FLU's on NR – my guess mid-end Oct.  
Target MDSAF – 4300-8100 is OK versus 5000 as far as I am concerned. It's not an exact science (as we know how long each incident lasts is as significant as number of incidents and are is very low – hence units with apparently 'bad' reliability supporting a 'top of the table' railway in TfL Rail.  
Thanks and regards  
Howard

---

**From:** Mannah Sylvia  
[mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 10 September 2018 09:52  
**To:** Brown Andy (Corporate Affairs); Howard Smith; Lucy Findlay; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note  
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**Sent:** 10 September 2018 09:47  
**To:** external howard Smith; Mannah Sylvia; Findlay Lucy; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note  
Thanks very much Howard - I know you are swamped at the moment!  
Some minor suggested tweaks tracked in the attached - mostly to tighten up some techy language but also a question about whether BT have now missed the end-of-August MDSAF target?  
Andy

[REDACTED] | [REDACTED]

---

**From:** Howard Smith  
[mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 10 September 2018 08:44  
**To:** Mannah Sylvia; Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note  
Draft Rolling Stock Weekly attached. Apologies for not circulating Friday night, comments today please.  
Howard

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

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**Sent:** 07 September 2018 17:29  
**To:** Lucy Findlay; Howard Smith; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note  
[All to confirm, the answer is yes we need to provide the weekly note for next week.](#)

---

**From:** Mannah Sylvia  
**Sent:** 07 September 2018 16:45  
**To:** Findlay Lucy; external howard Smith; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** Weekly note

Hi all,

Howard kindly reminded me about the weekly note. I've asked whether we need to produce it but I suspect the answer this time will be yes. Can I please have a draft by midday on Monday. Attached is the last version that was issued to 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:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#); [Zavitz Richard](#); [external howard Smith](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 11 September 2018 11:35:56

---

Suggested text for 3.1

3.1 Dynamic Testing window number 10 took place on 7 September. Testing was reduced to a single day due to Network Rail (NR) overhead line works for Crossrail not being completed in time to enable transition testing on the interface of the Great Western. CRL has now agreed a plan with NR and stakeholders to enable completion of a minimum work scope for overhead line works during two nights this week to enable transition testing at low speeds to take place during test window 11 commencing 15 September.

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: 11 September 2018 11:01

To: Zavitz Richard; Lucy Findlay; Howard Smith

Cc: Adams Simon

Subject: RE: Weekly note

Lucy,

Thanks for the revised note. Do you have an update on Richard's point below please?

Thanks,

Sylvia

---

From: Zavitz Richard

Sent: 10 September 2018 16:17

To: Mannah Sylvia; Findlay Lucy; external howard Smith

Cc: Adams Simon

Subject: RE: Weekly note

Hi Lucy,

On the following point:

3.1 Dynamic Testing window number 10 took place on 7 September. Testing was reduced to a single day due to Network Rail (NR) works not being complete to enable transition testing on the interface of the Great Western or further transition testing on the Great Eastern.

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Thanks

Richard

---

From: Mannah Sylvia

Sent: 10 September 2018 15:37

To: Findlay Lucy; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: Weekly note

Lucy,

Thanks again for this. Now attached with some minor amends and a few questions from Steph and I,

Thanks,

Sylvia

---

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

Sent: 10 September 2018 13:00

To: Mannah Sylvia; external howard Smith; Zavitz Richard

Cc: Adams Simon

Subject: RE: Weekly note

Here you go Sylvia – apologies for delay. You may want to include an intro line on what's happened in terms

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of Autumn 2019 delivery since last briefing?

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

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Cc: Adams Simon

Subject: Weekly note

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**From:** [Mannah Sylvia](#)  
**To:** [Zavitz Richard](#); [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 11 September 2018 11:01:15

---

Lucy,  
Thanks for the revised note. Do you have an update on Richard's point below please?  
Thanks,  
Sylvia

---

**From:** Zavitz Richard  
**Sent:** 10 September 2018 16:17  
**To:** Mannah Sylvia; Findlay Lucy; external howard Smith  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note  
Hi Lucy,

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Richard

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**From:** Lucy Findlay [mailto:██████████@crossrail.co.uk]  
**Sent:** 10 September 2018 13:00  
**To:** Mannah Sylvia; external howard Smith; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note

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Lucy

**Lucy Findlay | Chief of Staff**

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

DD: ██████████ (Internal: Ext ████████ M: ████████ | CS28GM01 | ██████████@crossrail.co.uk

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**Sent:** 07 September 2018 16:45  
**To:** Lucy Findlay; Howard Smith; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** Weekly note

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Thanks,  
Sylvia

Sylvia Mannah

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

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

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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 10 September 2018 19:04:11  
**Attachments:** [Mayor-BT Chairmans Weekly 100918 \(FINAL\).docx](#)

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Re questions – [REDACTED] probably continues till they get certification for us to use FLU's on NR – my guess mid-end Oct.

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Sent: 10 September 2018 08:44  
To: Mannah Sylvia; Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs)  
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**From:** [Zavitz Richard](#)  
**To:** [Mannah Sylvia](#); [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 10 September 2018 16:17:24

---

Hi Lucy,

On the following point:

3.1 Dynamic Testing window number 10 took place on 7 September. Testing was reduced to a single day due to Network Rail (NR) works not being complete to enable transition testing on the interface of the Great Western or further transition testing on the Great Eastern.

Would you be able to provide clarity on what works were not complete and the reason why (for both the east and west transition)? Were NR doing these works directly for Crossrail or were they part of a wider work package?

Thanks

Richard

---

**From:** Mannah Sylvia  
**Sent:** 10 September 2018 15:37  
**To:** Findlay Lucy; external howard Smith; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note

Lucy,

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Thanks,

Sylvia

---

**From:** Lucy Findlay [mailto:██████████@crossrail.co.uk]  
**Sent:** 10 September 2018 13:00  
**To:** Mannah Sylvia; external howard Smith; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note

Here you go Sylvia – apologies for delay. You may want to include an intro line on what's happened in terms of Autumn 2019 delivery since last briefing?

Lucy

**Lucy Findlay | Chief of Staff**

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

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**To:** [Mannah Sylvia](#); [external howard Smith](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 10 September 2018 16:11:20  
**Attachments:** [Weekly Mayor Update 100918 SD Comments LF response.docx](#)

---

Here you go.

Lucy

Lucy Findlay | Chief of Staff

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

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**To:** [Mannah Sylvia](#); [external howard Smith](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
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**Date:** 10 September 2018 13:00:59  
**Attachments:** [Weekly Mayor Update xx0918.docx](#)

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**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** ["Howard Smith"](#); [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 10 September 2018 09:46:37  
**Attachments:** [Mayor-BT Chairmans Weekly 100918 ab.docx](#)

---

Thanks very much Howard - I know you are swamped at the moment!  
Some minor suggested tweaks tracked in the attached - mostly to tighten up some techy language but also a question about whether BT have now missed the end-of-August MDSAF target?

Andy

[REDACTED] | [REDACTED]

---

**From:** Howard Smith [mailto:[REDACTED]@crossrail.co.uk]  
**Sent:** 10 September 2018 08:44  
**To:** Mannah Sylvia; Findlay Lucy; Zavitz Richard; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note  
[Draft Rolling Stock Weekly attached. Apologies for not circulating Friday night, comments today please.](#)

Howard

---

**From:** Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]  
**Sent:** 07 September 2018 17:29  
**To:** Lucy Findlay; Howard Smith; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** RE: Weekly note  
[All to confirm, the answer is yes we need to provide the weekly note for next week.](#)

---

**From:** Mannah Sylvia  
**Sent:** 07 September 2018 16:45  
**To:** Findlay Lucy; external howard Smith; Zavitz Richard  
**Cc:** Adams Simon  
**Subject:** Weekly note

Hi all,

Howard kindly reminded me about the weekly note. I've asked whether we need to produce it but I suspect the answer this time will be yes. Can I please have a draft by midday on Monday. Attached is the last version that was issued to 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:** [Howard Smith](#); [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#)  
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[REDACTED] | [REDACTED]

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**Sent:** 07 September 2018 17:29  
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[Sylvia Mannah](#)

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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 10 September 2018 08:44:27  
**Attachments:** [Mayor-BT Chairmans Weekly 100918.docx](#)

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Howard

---

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]  
Sent: 07 September 2018 17:29  
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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Findlay Lucy](#); [Zavitz Richard](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Adams Simon](#)  
**Subject:** RE: Weekly note  
**Date:** 10 September 2018 08:44:22  
**Attachments:** [Mayor-BT Chairmans Weekly 100918.docx](#)

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---

From: Mannah Sylvia [mailto:██████████@tfl.gov.uk]  
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Cc: Adams Simon  
Subject: RE: Weekly note

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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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To: Lucy Findlay; Howard Smith; Zavitz Richard  
Cc: Adams Simon  
Subject: RE: Weekly note

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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:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Weekly note  
**Date:** 07 September 2018 18:37:30

---

Cross eyed tonight will do RSD Monday.  
Howard

---

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 07 September 2018 17:29  
To: Lucy Findlay; Howard Smith; Zavitz Richard  
Cc: Adams Simon  
Subject: RE: Weekly note

All to confirm, the answer is yes we need to provide the weekly note for next week.

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Cc: Adams Simon  
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Sylvia

Sylvia Mannah

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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)

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [Zavitz Richard](#)  
**Cc:** [Gray James \(Crossrail\)](#)  
**Subject:** RE: Weekly note  
**Date:** 24 September 2018 17:17:40

---

Yes the commitment was by Heidi but City Hall have asked for the note to come from CRL. On Berkley homes, I think they said we would confirm.

---

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

**Sent:** 24 September 2018 17:15

**To:** Mannah Sylvia; Zavitz Richard

**Cc:** Gray James (Crossrail)

**Subject:** RE: Weekly note

Bit confused here – I thought the commitment to provide a monthly report was made by Heidi – are you asking that it is issued by CRL?

From the TfL transcript there doesn't appear to be a follow up action regarding Berkeley homes

“SW and DH said they are not aware of any penalty clauses with Berkley Homes in relation to Woolwich station.”

**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:** 24 September 2018 17:00

**To:** Zavitz Richard; Lucy Findlay

**Subject:** RE: Weekly note

Thanks Richard.

---

**From:** Zavitz Richard

**Sent:** 24 September 2018 16:56

**To:** Mannah Sylvia; Findlay Lucy

**Subject:** Re: Weekly note

Hi Sylvia,

David's team did some work regarding Berkeley Homes, I'll ask for the latest and forward.

Richard

On Mon, Sep 24, 2018 at 4:21 PM +0100, "Mannah Sylvia" <[REDACTED]@tfl.gov.uk> wrote:

On a separate note, there were two actions for CRL following the Transport Committee – one was to confirm if there are any penalty clauses with Berkley Homes in relation to Woolwich station. The other was to about providing a monthly note to the Assembly which we discussed last week.

I'm not sure how the actions are being progressed on the CRL end but Heidi has asked for CRL to send the Committee a response this week. On the monthly note, as we discussed, it should follow the same process as the weekly note but we will send the final version for you to issue to the Committee. We're discussing the best timeline for this and Richard will share it with you later in the week.

If you have any questions, then do let me know.

Thanks,

Sylvia

---

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

**Sent:** 24 September 2018 15:51

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

**Cc:** Adams Simon; Zavitz Richard

**Subject:** RE: Weekly note

Sorry missed that one – I don't believe that a specific date was agreed.

**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]

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

**Sent:** 24 September 2018 15:47  
**To:** Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

[Thanks Lucy. What about the second comment please?](#)

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 24 September 2018 13:55  
**To:** Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

Hi Sylvia

Re comment 1 – I don't think the meeting concluded a revised date for 5/2commencement

Have a lovely holiday

**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:** 24 September 2018 13:07  
**To:** Lucy Findlay; Howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

**Lucy,**

Thank you very much for the note. Please find it attached with some minor amends and some comments. For info, I'm going to be on leave as of COP today and back in the office on Wednesday 3 Oct so Richard Z will pick up any additional comments that come up tomorrow and next week's note.

Thanks,

Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 24 September 2018 12:53  
**To:** Mannah Sylvia; external howard Smith; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

**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:** 24 September 2018 10:44  
**To:** Howard Smith; Lucy Findlay; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

Hi Howard,

Many thanks for your note. Please find it attached with some minor amends and some comments.

Thanks,

Sylvia

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 21 September 2018 18:58  
**To:** Mannah Sylvia; Findlay Lucy; Brown Andy (Corporate Affairs)  
**Cc:** Adams Simon; Zavitz Richard  
**Subject:** RE: Weekly note

[Here you go...](#)

Howard

---

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

[Thanks Howard.](#)

---

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

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

**Sent:** 21 September 2018 16:08  
**To:** Mannah Sylvia; Findlay Lucy  
**Cc:** Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
**Subject:** RE: Weekly note  
[Later \(but not too late!\) today](#)  
H

---

**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 21 September 2018 15:48  
**To:** Lucy Findlay; Howard Smith  
**Cc:** Hughes David (Director of Strategy and Network Development); Price Amanda; Adams Simon; Zavitz Richard; Tucker John  
**Subject:** RE: Weekly note

[Lucy and Howard,](#)  
A gentle reminder for you're the next version of the briefing please. If you can't get it to me today, then first thing on Monday please.

Thanks,  
Sylvia

---

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

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

Thanks,  
Sylvia

[Sylvia Mannah](#)

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

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#)  
**Cc:** [external howard Smith](#); [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [Adams Simon](#); [Price Amanda](#); [Tucker John](#)  
**Subject:** RE: Weekly update note  
**Date:** 03 September 2018 09:19:47

---

All,  
To confirm, no note is required for this week but as you can imagine, there will be requests for briefings so please be on standby to help.  
Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 31 August 2018 16:32  
**To:** Mannah Sylvia  
**Cc:** external howard Smith; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Price Amanda; Tucker John  
**Subject:** Re: Weekly update note  
Thanks Sylvia. I'll be back in office Monday morning.

Lucy Findlay  
[REDACTED]

On 31 Aug 2018, at 11:27, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

Welcome back Howard.  
I'm trying to get us out of it but I'm awaiting confirmation.

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 31 August 2018 16:26  
**To:** Mannah Sylvia  
**Cc:** Findlay Lucy; Hughes David (Director of Strategy and Network Development); Zavitz Richard; Adams Simon; Price Amanda; Tucker John  
**Subject:** Re: Weekly update note  
Sylvia,

Dare I ask if we are required to do a report this week? Obviously there have been a number of diversions today as well as a lot of info - but if it's needed will produce a rolling stock report first thing Monday (very little new from this week, I believe).

Kind regards  
Howard

Sent from my iPad

On 29 Aug 2018, at 16:41, Mannah Sylvia < [REDACTED]@tfl.gov.uk > wrote:

Hi all,  
With thanks to Richard and Phil, attached is the final version of this week's note.  
Thanks,

Sylvia

[Sylvia Mannah](#)

[Transport for London](#) | Senior Adviser to the Managing Director, London Underground

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

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**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** report  
**Date:** 10 September 2018 13:54:00  
**Attachments:** [Weekly Mavor Update xx0918.docx](#)

---

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)

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**From:** [Doyne Stephanie](#)  
**To:** [Steer Tim](#); [Erica Walker](#)  
**Cc:** [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** TfL Restricted - Crossrail briefing  
**Date:** 13 September 2018 10:32:20  
**Attachments:** [Weekly Mayor Update 130918 FINAL.docx](#)

---

Hi both,

Please see attached this weeks briefing note on Crossrail.

Apologies in the delay in getting this over to you.

Kind regards

Stephanie

**Stephanie Doyne**

Corporate Affairs Manager | Corporate Affairs

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

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

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



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**From:** [Doyne Stephanie](#)  
**To:** [Steer Tim](#); [Erica Walker](#)  
**Cc:** [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** TfL Restricted - Crossrail briefing  
**Date:** 20 September 2018 13:38:43  
**Attachments:** [Weekly Mayor Update 200918.docx](#)

---

Hi both,

Please see attached this weeks briefing note on Crossrail.

Apologies in the delay in getting this over to you.

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)

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

**From:** [Doyne Stephanie](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Keane Kate](#)  
**Subject:** Weekly Mayor Update 110918  
**Date:** 11 September 2018 12:11:02  
**Attachments:** [Weekly Mayor Update 110918.docx](#)  
[image001.png](#)

---

Hi Andy,

Please see attached the most current note for the weekly update.

Let me know if you have any comments.

Kind Regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager

Customers, Communication and Technology

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

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



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**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 110918  
**Date:** 11 September 2018 11:02:19  
**Attachments:** [Weekly Mayor Update 110918.docx](#)

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 110918  
**Date:** 11 September 2018 14:02:18  
**Attachments:** [Weekly Mayor Update 110918.docx](#)

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The note for review.

Sylvia Mannah

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

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 180918v2  
**Date:** 17 September 2018 11:21:59  
**Attachments:** [Weekly Mayor Update 180918v2.docx](#)

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Current version. Lucy will update it shortly. Let me know if you have any comments asap.

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 180918v4.docx  
**Date:** 17 September 2018 14:20:30  
**Attachments:** [Weekly Mayor Update 180918v4.docx](#)  
[ATT00001.txt](#)

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I'm in a 2 hour meeting for now so for speed, please find the document attached.

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

**From:** [Mannah Sylvia](#)  
**To:** [Zavitz Richard](#)  
**Subject:** Weekly Mayor Update 240918  
**Date:** 24 September 2018 18:21:13  
**Attachments:** [Weekly Mayor Update 240918.docx](#)

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Richard,  
Attached is the latest version. I'm just waiting for Howard's final note and we can get this to Steph.  
Thanks,  
Sylvia

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update xx0918  
**Date:** 10 September 2018 14:38:22  
**Attachments:** [Weekly Mayor Update xx0918.docx](#)

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With my comments.



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

**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Price Amanda](#); [Adams Simon](#); [Zavitz Richard](#); [Tucker John](#)  
**Subject:** Weekly note  
**Date:** 20 September 2018 14:23:05  
**Attachments:** [Weekly Mayor Update 200918.docx](#)

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All,

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

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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

**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#); [Zavitz Richard](#)  
**Cc:** [Adams Simon](#)  
**Subject:** Weekly note  
**Date:** 07 September 2018 16:45:04  
**Attachments:** [Weekly Mayor Update 280818.docx](#)

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Hi all,

Howard kindly reminded me about the weekly note. I've asked whether we need to produce it but I suspect the answer this time will be yes. Can I please have a draft by midday on Monday. Attached is the last version that was issued to them.

Thanks,

Sylvia

[Sylvia Mannah](#)

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Price Amanda](#); [Tucker John](#); [Zavitz Richard](#); [Adams Simon](#)  
**Subject:** Weekly note  
**Date:** 13 September 2018 15:39:32  
**Attachments:** [Weekly Mayor Update 130918 FINAL.DOCX](#)

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Hi all,

Please find attached the final version of the weekly note. As always, thanks for your contributions. Can I please have the next draft by **2pm** tomorrow.

Many thanks,

Sylvia

[Sylvia Mannah](#)

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