

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

**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Wild Mark \(MD\)](#); [Zavitz Richard](#)  
**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** BT Chairman - Mayors Weekly  
**Date:** 16 November 2018 20:07:17  
**Attachments:** [Mayor-BT Chairmans Weekly 191118.docx](#)

---

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

Good weekend

Howard

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**From:** [Howard Smith](#)  
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**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** FW: TFL Restricted - Weekly Crossrail update  
**Date:** 09 November 2018 10:50:38  
**Attachments:** [Weekly Mayor Update 091118.docx](#)  
[image001.png](#)

---

FYI.

Kind regards

Stephanie

---

**From:** Doyne Stephanie

**Sent:** 09 November 2018 10:50

**To:** David Bellamy; Alexander Heidi; Brown Mike (Commissioner); Wild Mark (MD); Kilonback Simon; [REDACTED]@crossrail.co.uk'; [REDACTED]@btinternet.com'; [REDACTED]@fidic.org'

**Cc:** Steer Tim; Erica Walker; Milne Jamie; 'Andrea Kechiche'; Thomson Linda; Branks Kirsten; Tagg Ella (ST); Bellars Lauren; Keane Kate; Brown Andy (Corporate Affairs)

**Subject:** TfL Restricted - Weekly Crossrail update

Hi all,

Please find attached this week's Crossrail note.

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:** [Keane Kate](#)  
**To:** [Burrell Joshua](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Mannah Sylvia](#); [Doyne Stephanie](#)  
**Subject:** FW: TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)  
**Date:** 26 November 2018 16:43:22  
**Attachments:** [Weekly Mayor Update 261118.docx](#)

---

Many thanks Josh  
Andy,  
See attached – let us know of any queries.  
Thanks  
Kate

**Kate Keane**

Business Development and Governance Manager | Corporate Affairs

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

---

**From:** Burrell Joshua  
**Sent:** 26 November 2018 16:40  
**To:** Keane Kate  
**Cc:** Doyne Stephanie; Mannah Sylvia  
**Subject:** TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)

Hi Kate,

This week's Mayor Update is attached with the Crossrail and Bombardier sections.

Please do let me know if you have any queries.

Kind regards,

Josh

**Josh Burrell**

Transport for London | **Advisor to the Managing Director, London Underground (Secondment)**

Palestra (11B4), 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:** [Keane Kate](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** FW: Weekly Mayor Update 261118  
**Date:** 26 November 2018 14:23:36  
**Attachments:** [Weekly Mayor Update 261118.docx](#)

---

Hi Sylvia

Thanks for sight of this – I agree with all your amends/comments and don't have anything further to add.

Thanks (and good luck in the dentist!)

Kate

---

**From:** Mannah Sylvia  
**Sent:** 26 November 2018 14:21  
**To:** Keane Kate  
**Subject:** Weekly Mayor Update 261118  
Current draft as mentioned. Sorry for the tight turnaround!

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

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** FW: Weekly note  
**Date:** 06 November 2018 14:01:10  
**Attachments:** [Weekly Mayor Update 061118.docx](#)

---

See below? Can you check this please.

Kind regards

Stephanie

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 06 November 2018 13:53  
**To:** Doyne Stephanie  
**Subject:** RE: Weekly note

Thanks, Steph.

Fine with this except for one question on 7.2 -- at the meeting last week there was some confusion as apparently NR have told some people they have not issued the standstill letters. I think CRL either need to confirm the actual position very clearly, or say that they are not sure yet.

Who has already approved this - has Mark Wild?

Andy

[REDACTED] | [REDACTED]

---

**From:** Doyne Stephanie  
**Sent:** 06 November 2018 11:46  
**To:** Brown Andy (Corporate Affairs)  
**Subject:** Weekly note

Hi Andy,

Can you review the attached. Would be good to get your feedback as you attended the meeting on Monday.

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:** [Mannah Sylvia](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#); [Doyne Stephanie](#); [Keane Kate](#)  
**Subject:** FW: Weekly note  
**Date:** 12 November 2018 17:12:58  
**Attachments:** [Weekly Mavor Update 121118 SD comments.docx](#)

---

FYI the version with Lucy.

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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#); [Findlay Lucy](#)  
**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** Mayor - Chairman"s Weekly  
**Date:** 09 November 2018 19:25:38  
**Attachments:** [Mayor-BT Chairmans Weekly 121118.docx](#)

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This weeks draft. Comments by 16.00 Monday latest please.

Howard

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**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** Mayor - Chairman"s Weekly  
**Date:** 09 November 2018 19:25:42  
**Attachments:** [Mayor-BT Chairmans Weekly 121118.docx](#)

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**Cc:** [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** Mayor-BT Chairman"s Weekly  
**Date:** 23 November 2018 19:25:40  
**Attachments:** [Mayor-BT Chairmans Weekly 261118.docx](#)

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Good weekend!

Howard

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Howard

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**To:** [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Wild Mark \(MD\)](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#)  
**Subject:** Re: BT Chairman - Mayors Weekly  
**Date:** 19 November 2018 18:38:21

---

Thanks Howard.

Sent from my iPhone

On 19 Nov 2018, at 17:54, Howard Smith <[\[REDACTED\]](#)> wrote:

Final Version.  
Howard

---

From: Howard Smith  
Sent: 19 November 2018 17:32  
To: 'Mannah Sylvia'; Brown Andy (Corporate Affairs); Lucy Findlay; Wild Mark (MD); Zavitz Richard  
Cc: Phil Clarke - TfL  
Subject: RE: BT Chairman - Mayors Weekly

Sylvia,

Thanks – answers to your questions as follows:

<!--[if !supportLists]-->1. <!--[endif]-->No timeframe for software update yet – needs to be fitted in vs everything else. Will likely be incorporated into plan with other actions over next 2 weeks.

<!--[if !supportLists]-->2. <!--[endif]-->No CRL Signalling Engineer was on holiday last week

<!--[if !supportLists]-->3. <!--[endif]-->13<sup>th</sup> Jan – yes – Mark repeated to the Mayor this morning  
Received various comments from BT most of which I will reject as they are 'contractual'. Final version in next 30 mins

Howard

---

From: Mannah Sylvia [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]  
Sent: 19 November 2018 10:51  
To: Howard Smith; Brown Andy (Corporate Affairs); Lucy Findlay; Wild Mark (MD); Zavitz Richard  
Cc: Phil Clarke - TfL  
Subject: RE: BT Chairman - Mayors Weekly

Hi Howard,

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

Thanks,

Sylvia

---

From: Howard Smith [[mailto:\[REDACTED\]@crossrail.co.uk](mailto:[REDACTED]@crossrail.co.uk)]  
Sent: 16 November 2018 20:07  
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Wild Mark (MD); Zavitz Richard  
Cc: Clarke Phil (ELLP)  
Subject: BT Chairman - Mayors Weekly

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Good weekend

Howard

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Thanks,

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**Subject:** RE: BT Chairman - Mayors Weekly  
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Final Version.  
Howard

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**Subject:** RE: BT Chairman - Mayors Weekly  
**Date:** 19 November 2018 17:32:39

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Thanks Howard.

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**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: BT Chairman - Mayors Weekly  
**Date:** 19 November 2018 17:31:44

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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Wild Mark \(MD\)](#); [Zavitz Richard](#)  
**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: BT Chairman - Mayors Weekly  
**Date:** 19 November 2018 17:31:40

---

Sylvia,

Thanks – answers to your questions as follows:

1. No timeframe for software update yet – needs to be fitted in vs everything else. Will likely be incorporated into plan with other actions over next 2 weeks.
2. No CRL Signalling Engineer was on holiday last week
3. 13<sup>th</sup> Jan – yes – Mark repeated to the Mayor this morning

Received various comments from BT most of which I will reject as they are ‘contractual’. Final version in next 30 mins

Howard

---

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 19 November 2018 10:51  
To: Howard Smith; Brown Andy (Corporate Affairs); Lucy Findlay; Wild Mark (MD); Zavitz Richard  
Cc: Phil Clarke - TfL  
Subject: RE: BT Chairman - Mayors Weekly

Hi Howard,

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

Thanks,

Sylvia

---

From: Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 16 November 2018 20:07  
To: Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Wild Mark (MD); Zavitz Richard  
Cc: Clarke Phil (ELLP)  
Subject: BT Chairman - Mayors Weekly

This week’s draft, comments by 16.00 Monday latest please.

Good weekend

Howard

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**From:** [Mannah Sylvia](#)  
**To:** [external howard Smith](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Wild Mark \(MD\)](#); [Zavitz Richard](#)  
**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: BT Chairman - Mayors Weekly  
**Date:** 19 November 2018 10:51:20  
**Attachments:** [Mayor-BT Chairmans Weekly 191118.docx](#)

---

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

---

**From:** Howard Smith [mailto:[██████████@crossrail.co.uk](mailto:██████████@crossrail.co.uk)]  
**Sent:** 16 November 2018 20:07  
**To:** Mannah Sylvia; Brown Andy (Corporate Affairs); Findlay Lucy; Wild Mark (MD); Zavitz Richard  
**Cc:** Clarke Phil (ELLP)  
**Subject:** BT Chairman - Mayors Weekly  
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**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: BT Chairman - Mayors Weekly  
**Date:** 19 November 2018 10:51:20  
**Attachments:** [Mayor-BT Chairmans Weekly 191118.docx](#)

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**Cc:** Clarke Phil (ELLP)  
**Subject:** BT Chairman - Mayors Weekly  
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**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Wild Mark \(MD\)](#); [Zavitz Richard](#)  
**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: BT Chairman - Mayors Weekly  
**Date:** 19 November 2018 17:54:55  
**Attachments:** [Mayor-BT Chairmans Weekly 191118 \(FINAL\).docx](#)

---

Final Version.  
Howard

---

From: Howard Smith  
Sent: 19 November 2018 17:32  
To: 'Mannah Sylvia'; Brown Andy (Corporate Affairs); Lucy Findlay; Wild Mark (MD); Zavitz Richard  
Cc: Phil Clarke - TfL  
Subject: RE: BT Chairman - Mayors Weekly  
Sylvia,

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2. No CRL Signalling Engineer was on holiday last week
3. 13<sup>th</sup> Jan – yes – Mark repeated to the Mayor this morning

Received various comments from BT most of which I will reject as they are 'contractual'. Final version in next 30 mins

Howard

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Cc: Phil Clarke - TfL  
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Subject: BT Chairman - Mayors Weekly

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Good weekend  
Howard

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**To:** [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Mayor - BT Chairman's Weekly  
**Date:** 05 November 2018 10:42:55

---

Thanks Howard.

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 05 November 2018 10:37  
**To:** Mannah Sylvia  
**Cc:** Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP); Wild Mark (MD)  
**Subject:** RE: Mayor - BT Chairman's Weekly

Sylvia,

Thanks, the MTIN figure from the GE fleet isn't really related to testing – its how the RLU's are performing in passenger service (and therefore a guide to how the basic reliability of the unit is building for eventual passenger service) If we actually had 7000MTIN + down the tunnel for testing we would be fine as applied to a maximum of 4 trains in test it would equate to about 1 failure a period.

On the Crossrail decision point this is with Jonathan Osgood Crossrail signalling engineer who was [REDACTED] last week – will follow up today.

Kind regards

Howard

---

**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 05 November 2018 10:29  
**To:** Howard Smith  
**Cc:** Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - TfL; Wild Mark (MD)  
**Subject:** RE: Mayor - BT Chairman's Weekly

Howard,

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Thanks,

Sylvia

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 02 November 2018 18:56  
**To:** Mannah Sylvia  
**Cc:** Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP); Wild Mark (MD)  
**Subject:** RE: Mayor - BT Chairman's Weekly

This week's draft, small changes, some deletion of longstanding 'boilerplate' text and a section for completing Monday re weekend testing.

Comments by Monday 16.00 latest and good weekend to all.

Howard

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**To:** "Howard Smith"  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Mayor - BT Chairman's Weekly  
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**Sent:** 05 November 2018 10:37  
**To:** Mannah Sylvia  
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**From:** [Mannah Sylvia](#)  
**To:** [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** Re: Mayor - BT Chairman's Weekly  
**Date:** 02 November 2018 18:57:22

---

Thanks Howard. Have a good weekend.

Sent from my iPhone

On 2 Nov 2018, at 18:55, Howard Smith <[\[REDACTED\]](#)> wrote:

This week's draft, small changes, some deletion of longstanding 'boilerplate' text and a section for completing Monday re weekend testing.  
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Howard

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**To:** [Mannah Sylvia](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Mayor - BT Chairman's Weekly  
**Date:** 05 November 2018 10:37:29

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Sylvia,

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On the Crossrail decision point this is with Jonathan Osgood Crossrail signalling engineer who was [REDACTED] last week – will follow up today.

Kind regards

Howard

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Sent: 05 November 2018 10:29  
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Subject: RE: Mayor - BT Chairman's Weekly

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**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Mayor - BT Chairman's Weekly  
**Date:** 05 November 2018 10:37:15

---

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Sent: 05 November 2018 10:29  
To: Howard Smith  
Cc: Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - TfL; Wild Mark (MD)  
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**To:** [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Mayor - BT Chairman's Weekly  
**Date:** 05 November 2018 10:29:16  
**Attachments:** [Mayor-BT Chairmans Weekly 051118.docx](#)

---

Howard,  
Thanks for the note. Please find it attached with two comments from me.  
Thanks,  
Sylvia

---

**From:** Howard Smith [mailto:[██████████@crossrail.co.uk](mailto:██████████@crossrail.co.uk)]  
**Sent:** 02 November 2018 18:56  
**To:** Mannah Sylvia  
**Cc:** Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP); Wild Mark (MD)  
**Subject:** RE: Mayor - BT Chairman's Weekly  
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**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Mayor - BT Chairman's Weekly  
**Date:** 05 November 2018 10:29:16  
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**Subject:** RE: Mayor - BT Chairman's Weekly  
**Date:** 02 November 2018 18:55:56  
**Attachments:** [Mayor-BT Chairmans Weekly 051118.docx](#)

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**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Mayor - BT Chairman's Weekly  
**Date:** 02 November 2018 18:55:51  
**Attachments:** [Mayor-BT Chairmans Weekly 051118.docx](#)

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**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** Re: Mayor - BT Chairman's Weekly  
**Date:** 02 November 2018 18:57:23

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**From:** [Mannah Sylvia](#)  
**To:** ["Howard Smith"](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#); [Findlay Lucy](#)  
**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: Mayor - Chairman's Weekly  
**Date:** 12 November 2018 18:01:14

---

Thanks Howard.

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 12 November 2018 17:59  
**To:** Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Wild Mark (MD); Findlay Lucy  
**Cc:** Clarke Phil (ELLP)  
**Subject:** RE: Mayor - Chairman's Weekly  
Sylvia,

Final version attached. No comments received from BT.

Re MTIN, final figure isn't available till a few days into the period (MTIN is finalised for contractual reasons/timescales unlike the Ops stats are virtually real time) but I've reworded to make it sound less out of date (which it isn't).

Re BT commitment to reliability I wish I could make stronger statements but frankly both we and MTR don't believe they have a good plan. We will obviously think and pressure them hard but I can't say, 'we have 6 meetings booked and are confident these will deliver', I'm not.

Last Melton issue for decision. I've the parties. The person who needs to make the decision is currently on leave. (Yet) more fuel for the importance of a strengthened System Integration function.

Good to go

Howard

---

**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 12 November 2018 11:14  
**To:** Howard Smith; Brown Andy (Corporate Affairs); Zavitz Richard; Wild Mark (MD); Lucy Findlay  
**Cc:** Phil Clarke - TfL  
**Subject:** RE: Mayor - Chairman's Weekly

Howard,

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

As the weekly meeting is tomorrow, we need to have the weekly note finalised by COP today so that we can share it with the attendees in advance.

Thanks,

Sylvia

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 09 November 2018 19:25  
**To:** Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Wild Mark (MD); Findlay Lucy  
**Cc:** Clarke Phil (ELLP)  
**Subject:** Mayor - Chairman's Weekly

This weeks draft. Comments by 16.00 Monday latest please.

Howard

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**From:** [Howard Smith](#)  
**To:** [Mannah Sylvia](#); [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#); [Findlay Lucy](#)  
**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: Mayor - Chairman's Weekly  
**Date:** 12 November 2018 17:59:33  
**Attachments:** [Mayor-BT Chairmans Weekly 121118\(FINAL\).docx](#)

---

Sylvia,

Final version attached. No comments received from BT.

Re MTIN, final figure isn't available till a few days into the period (MTIN is finalised for contractual reasons/timescales unlike the Ops stats are virtually real time) but I've reworded to make it sound less out of date (which it isn't).

Re BT commitment to reliability I wish I could make stronger statements but frankly both we and MTR don't believe they have a good plan. We will obviously think and pressure them hard but I can't say, 'we have 6 meetings booked and are confident these will deliver', I'm not.

Last Melton issue for decision. I've the parties. The person who needs to make the decision is currently on leave. (Yet) more fuel for the importance of a strengthened System Integration function.

Good to go

Howard

---

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

Sent: 12 November 2018 11:14

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

Cc: Phil Clarke - TfL

Subject: RE: Mayor - Chairman's Weekly

Howard,

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Thanks,

Sylvia

---

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

Sent: 09 November 2018 19:25

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

Cc: Clarke Phil (ELLP)

Subject: Mayor - Chairman's Weekly

This weeks draft. Comments by 16.00 Monday latest please.

Howard

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**To:** [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Wild Mark \(MD\)](#); [Findlay Lucy](#); [Clarke Phil \(ELLP\)](#)  
**Subject:** Re: Mayor - Chairman's Weekly  
**Date:** 09 November 2018 20:04:15

---

Thanks Howard.

Sent from my iPhone

On 9 Nov 2018, at 19:25, Howard Smith <[\[REDACTED\]](#)> wrote:

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

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**Cc:** [Clarke Phil \(ELLP\)](#)  
**Subject:** RE: Mayor - Chairman"s Weekly  
**Date:** 12 November 2018 11:14:02  
**Attachments:** [Mayor-BT Chairmans Weekly 121118.docx](#)

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

**Sent:** 09 November 2018 19:25

**To:** Mannah Sylvia; Brown Andy (Corporate Affairs); Zavitz Richard; Wild Mark (MD); Findlay Lucy

**Cc:** Clarke Phil (ELLP)

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

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**Subject:** Re: Mayor - Chairman's Weekly  
**Date:** 09 November 2018 20:04:15

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Sent from my iPhone

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**Subject:** Re: Mayor-BT Chairman's Weekly  
**Date:** 26 November 2018 20:04:43

---

Thanks Howard.

Sent from my iPhone

On 26 Nov 2018, at 19:14, Howard Smith <[\[REDACTED\]@crossrail.co.uk](#)> wrote:

Final version, minor amendments from BT (mainly re-instatement of things from previous weeks that I'd removed). Also Sylvia's amends.

Howard

---

From: Howard Smith  
Sent: 23 November 2018 19:25  
To: Brown Andy ([\[REDACTED\]@tube.tfl.gov.uk](#)); 'Mannah Sylvia'; Lucy Findlay; Zavitz Richard ([\[REDACTED\]@tfl.gov.uk](#))  
Cc: Phil Clarke (TfL); [\[REDACTED\]@tfl.gov.uk](#)  
Subject: Mayor-BT Chairman's Weekly  
This weeks draft. Comments, if any, by 16.00 Monday latest please.  
Good weekend!  
Howard

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**Cc:** [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Mayor-BT Chairman's Weekly  
**Date:** 26 November 2018 19:14:16  
**Attachments:** [Mayor-BT Chairmans Weekly \(Final\) 261118.docx](#)

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Final version, minor amendments from BT (mainly re-instatement of things from previous weeks that I'd removed). Also Sylvia's amends.

Howard

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From: Howard Smith  
Sent: 23 November 2018 19:25  
To: Brown Andy ([REDACTED]@tfl.gov.uk); 'Mannah Sylvia'; Lucy Findlay; Zavitz Richard ([REDACTED]@tfl.gov.uk)  
Cc: Phil Clarke (TfL); [REDACTED]@tfl.gov.uk  
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Good weekend!  
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**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#); [Zavitz Richard](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** Re: Mayor-BT Chairman"s Weekly  
**Date:** 23 November 2018 19:43:57

---

Thanks Howard, have a good weekend too.

Sent from my iPhone

On 23 Nov 2018, at 19:25, Howard Smith <[\[REDACTED\]](#)> wrote:

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Good weekend!  
Howard

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**Cc:** [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: Mayor-BT Chairman"s Weekly  
**Date:** 26 November 2018 13:53:25  
**Attachments:** [Mayor-BT Chairmans Weekly 261118.docx](#)

---

Howard,  
Thanks for the note, some very minor amends from me.  
Thanks,  
Sylvia

---

**From:** Howard Smith [mailto:[██████████@crossrail.co.uk](mailto:██████████@crossrail.co.uk)]  
**Sent:** 23 November 2018 19:25  
**To:** Brown Andy (Corporate Affairs); Mannah Sylvia; Findlay Lucy; Zavitz Richard  
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**Subject:** RE: Mayor-BT Chairman's Weekly  
**Date:** 26 November 2018 19:14:17  
**Attachments:** [Mayor-BT Chairmans Weekly \(Final\) 261118.docx](#)

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**From:** [Mannah Sylvia](#)  
**To:** ["Howard Smith"](#); [Brown Andy \(Corporate Affairs\)](#); [Findlay Lucy](#)  
**Subject:** RE: Part A Crossrail meeting 1500  
**Date:** 30 November 2018 14:47:13

---

Howard,

Below is the last version I sent to Steph.

Thanks,

Sylvia

## **TRANSPORT FOR LONDON BRIEFING NOTE**

**Subject:** Weekly Mayoral update on Crossrail / Elizabeth line

**Date:** 26 November 2018

### **1 Purpose**

- 1.1 Weekly update to the Mayor outlining progress and challenges ahead of the launch of the Elizabeth line.
- 1.2 The Mayor is asked to NOTE this briefing.

### **2 Overall programme**

- 2.1 The Crossrail Ltd (CRL) Board received formal confirmation from Sponsors on 2 November that the £350m of short term repayable financing announced on 26 October 2018 is intended to cover CRL's forecasted in-year cash requirement. This amount will be made available in line with CRL's cash forecasts to ensure that momentum is maintained in delivering the Crossrail programme.
- 2.2 CRL has assured Sponsors that work across the project is continuing and is not being delayed by the additional time being taken to finalise the MOHS. CRL updated the Sponsor Board on the MOHS and cost at a meeting on 15 November.
- 2.3 The MOHS is due at the end of this week and will be discussed by the CRL Board on 5 December. It will include revised target date ranges for delivery of Stage 2 Phase 2, Stages 4 and 5 and potential for a Stage 5a (services running Paddington (high-level) to Reading). ■■■■ dates for critical activities and key milestones will continue to be used to drive contractor performance.

2.4 The December MOHS will cover the key activities required to deliver the full end to end railway and it will also consider in greater detail the functionality required for ensuring the launch of Elizabeth line services before the end of 2019. However, further work will be needed to gain:

- o Complete clarity on stations, shafts and portals Stage Completion dates
- o Further integration of software configuration dates between BT and Siemens
- o Further work to ensure [REDACTED]'s (communications and control systems) programme is integrated with other contracts as efficiently as possible
- o Additional review of [REDACTED]'s (systemwide) routeway installation schedule

2.5 CRL submitted its formal Semi Annual Construction Report (SACR20) to Sponsors covering the period from 1 April 2018-15 September 2018. At the request of Sponsors, SACR20 reports the cost forecast included in the Remedial Action Plan against the [REDACTED] dates and includes £154m of additional Quantitative Risk Assessment (QRA). The Anticipated Final CRL Direct Cost (AFCDC) reported in SACR20 is £13,831m.

### **3 Safety**

3.1 All sites have continued with their "Finish Safe" campaigns to ensure that all teams are reminded of the paramount importance of conducting all work safely.

3.2 Last week there were no reportable incidents, lost time cases or high potential near misses.

### **4 Weekly progress reporting:**

4.1 CRL is finalising its weekly dashboard for its Executive, Board and Sponsors. The draft final version is under review by Mark Wild.

#### Testing and Commissioning

4.2 The next testing window will take place from 7-10 December. This will be an important precursor to critical dynamic testing which is due to commence on 13 January 2019.

4.3 The independently-chaired readiness group review of entry into 5 day testing / 2 day construction met again on 9 November. The group undertook an eight week countdown review to assess progress against the detailed entry criteria covering train, infrastructure and signalling readiness in advance of starting full dynamic testing in mid-January. Internal readiness meetings continue to be held regularly and the detailed testing plans are being populated. Note that the independent schedule review concluded autumn 2019 opening was compatible with starting 5/2 dynamic testing in January 2019, although the later that 5/2 dynamic testing starts the greater the risk to opening.

#### Systems integration

4.4 The recommendations in the report for CRL by PA Consulting on systems integration are now being taken forward. PA Consulting has produced an implementation plan for CRL to take forward its recommendations, particularly around enhancing

programme integration. Some of the other recommendations relate to introducing revised structures, processes, governance and accountabilities. CRL has also commenced reconfiguration of existing staff that will form part of a new systems integration directorate as well as developing recruitment plans for new positions.

## **5 Train production and testing**

5.1 A detailed update on progress with Bombardier is provided in Appendix A.

## **6 Stations**

6.1 When the new delivery schedule is finalised, it will include Tier 1 Substantial Demobilisation dates (TOSD), revised staged completion and handover dates for the stations. Several of the forecast dates for these items have slipped against the [REDACTED] dates in the remedial action plan presented to Sponsors and are being challenged during finalisation of the MOHS. However, further work will be needed to gain complete clarity on stations, shafts and portals Stage Completion dates.

## **7 Network Rail (NR) works**

Stage 5:

7.1 NR is planning to present a paper to the NR/DfT portfolio Board meeting in early December with a request for funding to cover the [REDACTED] for the six western station enhancement works ([REDACTED]) and cost pressure on other core contract activities (c. [REDACTED]). NR is likely to request the total funding from Control Period 6 which commences 1 April 2019.

7.2 Pending progress on the funding issues above, NR has [REDACTED] for Package 3 (Southall, Hayes, and West Drayton) last week. The [REDACTED] for Package 2 (Acton, Ealing Broadway and West Ealing) have also [REDACTED].

7.3 NR is continuing its enabling works on western stations to assist in maximising use of the Christmas works period by contractors.

7.4 Contract award for Ilford and Romford station upgrades [REDACTED] with some minor value engineering opportunities now included. These station upgrades are fully funded.

7.5 NR remains publicly committed to delivering these station upgrades by December 2019. However, stakeholders have been informed that completion of Ilford and Romford station upgrades is now expected in 2020. In addition, deliverability concerns for the approved canopy at Ealing Broadway are being discussed.

7.6 In advance of the Mayor's meeting with NR CEO Andrew Haines, CRL is meeting NR seniors on 5 December to stress the importance of delivering the outstanding On Network Works, including enhanced stations and power upgrades required for Stage 4 and will impress upon them the importance of awarding Packages 2&3 and a funding allocation from Control Period 6 as well as working with CRL on possession requirements.

## **8 Approvals for each stage**

8.1 The schedule of submissions and approvals required will form part of the revised delivery schedule.

8.2 The Office of Rail and Road (ORR) has now issued approval for MTRC and Network Rail Infrastructure Ltd to enter into a full track access agreement.

8.3 The ORR has accepted Alstom TSO Costain (ATC)'s application for a new exemption to Railways and Other Guided Transport Systems (Safety) Regulations (ROGS). This will enable ATC to continue its activities in the tunnels into 2019 prior to the commencement of trial running and trial operations. The new exemption expires at the end of October 2019.

## 9 Appendix

9.1 Appendix A: Joint TfL and Bombardier Weekly Report

Appendix A: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 26 November 2018

Note No: 35

### Key Activities and Issues

- 57 trains have been completed in Derby by Bombardier (BT). TfL has [REDACTED] [REDACTED] pending delivery of further validated software to allow greater use of the units on Network Rail infrastructure, and further reliability improvement of the existing fleet. The actions being taken are summarised below. It was agreed that once BT secure approvals for passenger services on the Great Western route TfL will [REDACTED]. The intention is to then re-start train delivery so that the remaining fleet can be accepted by summer 2019 with deliveries at a steady and sustainable rate.
- Four 7-Car trains continue to be used on TfL Rail services between Paddington and Hayes & Harlington based at Old Oak Common. Ten 7-Car trains are available for passenger service on the Liverpool Street to Shenfield line.
- Bombardier's reliability growth plan is based on the mean distance between service affecting failures (MDSAF, a standard industry measure based on any delay over 3 minutes caused by a train fault). Bombardier's target for the 7-Car units was 7800 miles by 10 November. This is tracked weekly. Final MDSAF in the last Period (8) was 4334 miles, below target although in the first two weeks of the current Period 9 this has risen to 8439, demonstrating the short term volatility of the measure on a small fleet. BT have identified a number of key initiatives to drive improvement including finding a place in the wider software programme to update the 7-Car unit software (currently linked to 40% of

failures), speeding up physical modifications, driving key suppliers harder, and increasing the resource at Ilford where the 7-Car units are based.

- Tests of CBTC signalling and associated software for the Central Section tunnels were completed on 26 September. In order to pass the full suite of 29 tests (not all of which are necessarily required for Dynamic Testing) updates are needed to: BT's TCMS software (R7.2.2.6), built on 23 October and ETCS software (PVI 6.2) to fix 12 issues and Siemens must update their CBTC software to fix a further 3 (the date for the last fix forecast for 4 April). In addition, one of the defects requires instruction from Crossrail as to which party (BT or Siemens) is best placed to undertake the change.
- The next Crossrail 'test window' is planned to take place from 7 to 10 December. This will be focused on testing Siemens new release of wayside and train software.
- The start of Main Dynamic Testing in the Central Section tunnels is planned for 13 January. Good intensive work has taken place over the last few weeks to optimise the programme for Siemens and Bombardier software and to rationalise the requirements of assurance activities, so as to improve the robustness of the Crossrail Dynamic Testing programme and also allow some time and resource for testing of the Stage 2 'Heathrow' software (see below).
- Bombardier continues to validate the 9-Car software to be used for running in passenger service on Network Rail infrastructure. This will allow the 9-Car units to be used on passenger trains between Paddington and Hayes & Harlington and will help build reliability prior to use in the tunnels. The first test runs took place 21-22 November. Initial results show some unreliability of the driver information screens which is being investigated for root cause. Further meetings with the regulatory bodies are scheduled as well as submissions to the relevant safety review panels. The target for passenger operation remains December but there is a risk given the activities still outstanding.
- The build of Release 7.3 on-train software is complete. This will be used for Heathrow services utilising the European 'ETCS' signalling system. Initial testing on rigs shows a number of bugs and the next iteration 7.3.1 is being prepared. BT are currently updating their programme to optimise use of test facilities (rigs and track) and seeking additional specialist resource to cover two overlapping workstreams (the extended period of dynamic testing in the central tunnels and finalisation of Heathrow software). A revised programme for Heathrow is due to be delivered to TfL this week.
- CRL has completed its review of system integration and implementation is underway, encompassing both programme and technical integration. This includes train and signalling software but also many other aspects of the Crossrail project activities.
- The milestones in Appendix A will be updated following the completion of the new Crossrail Master Operational Handover Schedule (MOHS) at the end of November.

### Key Programme Milestones

Stage 2 P80 Programme (V3\_5\_1) 11th Jan Current Forecast  
Approval for driver training on Great Western routes excluding European Train Control System 27 Feb Completed  
Commence build of TCMS release 7.3 (the Stage 2 passenger service software) 26 June Completed  
Independent Safety Assessment body ('ISA') approval for European Train Control System MR3 software necessary for Stage 2 6 Aug Under review  
Independent Safety Assessment body ('ISA') approval for TCMS release 7.3 18 Sept Under review  
Approval for European Train Control System driver training on Great Western 24 Aug Under review  
Approvals for European Train Control System Passenger Service 28 Sept Under review  
Stage 3  
Completion of Transition testing at Melton ready for Central Operating Section Dynamic Testing 29 Jan Completed  
Commence build of TCMS release 7.2 (the Stage 3 passenger service software) 24 April Completed  
Independent Safety Assessment body ('ISA') approval for European Train Control System MR2 software necessary for Stage 3 22 May Completed  
Approval of CBTC signalling for Central Operating Section Trial Operations 22 Jun Completed  
Availability of 22 trains for Trial Running in the Central Operating Section 13 Aug Unit Acceptance Paused  
Approval of Class 345 for Stage 3 Passenger Service 10 Oct Under Review  
Start of Stage 3 Passenger Service 9 Dec Autumn 2019  
Old Oak Common Depot  
Section A Brought into Use 1 Mar Completed  
Section B1 Brought into Use 11 Apr Completed  
Section C Brought into Use 30 May Completed

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

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

Sent: 30 November 2018 14:29

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

Subject: Part A Crossrail meeting 1500

On my way from Ilford, will be tight for 1500 but should just make it.

Sylvia could you forward copy of latest Mayor's Report - whichever that is.

Kind regards

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

Howard

Sent from my iPhone

**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Mannah Sylvia](#); [external howard Smith](#); [Findlay Lucy](#)  
**Subject:** RE: Part A Crossrail meeting 1500  
**Date:** 30 November 2018 14:51:28

---

Thanks Sylvia

We haven't made any changes to this yet but I haven't been able to discuss it with Mike either -- so please note that no one in the room will have received this note

Andy

██████████ | ██████████

---

**From:** Mannah Sylvia  
**Sent:** 30 November 2018 14:47  
**To:** external howard Smith; Brown Andy (Corporate Affairs); Findlay Lucy  
**Subject:** RE: Part A Crossrail meeting 1500

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### **3 Safety**

3.1 All sites have continued with their "Finish Safe" campaigns to ensure that all teams are reminded of the paramount importance of conducting all work safely.

3.2 Last week there were no reportable incidents, lost time cases or high potential near misses.

### **4 Weekly progress reporting:**

4.1 CRL is finalising its weekly dashboard for its Executive, Board and Sponsors. The draft final version is under review by Mark Wild.

#### Testing and Commissioning

4.2 The next testing window will take place from 7-10 December. This will be an important precursor to critical dynamic testing which is due to commence on 13 January

2019.

4.3 The independently-chaired readiness group review of entry into 5 day testing / 2 day construction met again on 9 November. The group undertook an eight week countdown review to assess progress against the detailed entry criteria covering train, infrastructure and signalling readiness in advance of starting full dynamic testing in mid-January. Internal readiness meetings continue to be held regularly and the detailed testing plans are being populated. Note that the independent schedule review concluded autumn 2019 opening was compatible with starting 5/2 dynamic testing in January 2019, although the later that 5/2 dynamic testing starts the greater the risk to opening.

#### Systems integration

4.4 The recommendations in the report for CRL by PA Consulting on systems integration are now being taken forward. PA Consulting has produced an implementation plan for CRL to take forward its recommendations, particularly around enhancing programme integration. Some of the other recommendations relate to introducing revised structures, processes, governance and accountabilities. CRL has also commenced reconfiguration of existing staff that will form part of a new systems integration directorate as well as developing recruitment plans for new positions.

### **5 Train production and testing**

5.1 A detailed update on progress with Bombardier is provided in Appendix A.

### **6 Stations**

6.1 When the new delivery schedule is finalised, it will include Tier 1 Substantial Demobilisation dates (TOSD), revised staged completion and handover dates for the stations. Several of the forecast dates for these items have slipped against the [REDACTED] dates in the remedial action plan presented to Sponsors and are being challenged during finalisation of the MOHS. However, further work will be needed to gain complete clarity on stations, shafts and portals Stage Completion dates.

### **7 Network Rail (NR) works**

Stage 5:

7.1 NR is planning to present a paper to the NR/DfT portfolio Board meeting in early December with a request for funding to cover the [REDACTED] for the six western station enhancement works [REDACTED]) and cost pressure on other core contract activities (c. [REDACTED]). NR is likely to request the total funding from Control Period 6 which commences 1 April 2019.

7.2 Pending progress on the funding issues above, NR has [REDACTED] for Package 3 (Southall, Hayes, and West Drayton) last week. The [REDACTED] for Package 2 (Acton, Ealing Broadway and West Ealing) have also [REDACTED].

7.3 NR is continuing its enabling works on western stations to assist in maximising use of the Christmas works period by contractors.

7.4 Contract award for Ilford and Romford station upgrades [REDACTED] with some minor value engineering opportunities now included. These station upgrades are fully funded.

7.5 NR remains publicly committed to delivering these station upgrades by December 2019. However, stakeholders have been informed that completion of Ilford and Romford station upgrades is now expected in 2020. In addition, deliverability concerns for the approved canopy at Ealing Broadway are being discussed.

7.6 In advance of the Mayor's meeting with NR CEO Andrew Haines, CRL is meeting NR seniors on 5 December to stress the importance of delivering the outstanding On Network Works, including enhanced stations and power upgrades required for Stage 4 and will impress upon them the importance of awarding Packages 2&3 and a funding allocation from Control Period 6 as well as working with CRL on possession requirements.

## **8 Approvals for each stage**

8.1 The schedule of submissions and approvals required will form part of the revised delivery schedule.

8.2 The Office of Rail and Road (ORR) has now issued approval for MTRC and Network Rail Infrastructure Ltd to enter into a full track access agreement.

8.3 The ORR has accepted Alstom TSO Costain (ATC)'s application for a new exemption to Railways and Other Guided Transport Systems (Safety) Regulations (ROGS). This will enable ATC to continue its activities in the tunnels into 2019 prior to the commencement of trial running and trial operations. The new exemption expires at the end of October 2019.

## **9 Appendix**

9.1 Appendix A: Joint TfL and Bombardier Weekly Report

Appendix A: Joint TfL and Bombardier Weekly Report

Elizabeth line - Bombardier Weekly Report 26 November 2018

Note No: 35

### Key Activities and Issues

- 57 trains have been completed in Derby by Bombardier (BT). TfL has [REDACTED] [REDACTED] pending delivery of further validated software to allow greater use of the units on Network Rail infrastructure, and further reliability improvement of the existing fleet. The actions being taken are summarised below. It was agreed that once BT secure approvals for passenger services on the Great Western route TfL will [REDACTED]. The intention is to then re-start train delivery so that the remaining fleet can be accepted by summer 2019 with deliveries at a steady and

sustainable rate.

- Four 7-Car trains continue to be used on TfL Rail services between Paddington and Hayes & Harlington based at Old Oak Common. Ten 7-Car trains are available for passenger service on the Liverpool Street to Shenfield line.
- Bombardier's reliability growth plan is based on the mean distance between service affecting failures (MDSAF, a standard industry measure based on any delay over 3 minutes caused by a train fault). Bombardier's target for the 7-Car units was 7800 miles by 10 November. This is tracked weekly. Final MDSAF in the last Period (8) was 4334 miles, below target although in the first two weeks of the current Period 9 this has risen to 8439, demonstrating the short term volatility of the measure on a small fleet. BT have identified a number of key initiatives to drive improvement including finding a place in the wider software programme to update the 7-Car unit software (currently linked to 40% of failures), speeding up physical modifications, driving key suppliers harder, and increasing the resource at Ilford where the 7-Car units are based.
- Tests of CBTC signalling and associated software for the Central Section tunnels were completed on 26 September. In order to pass the full suite of 29 tests (not all of which are necessarily required for Dynamic Testing) updates are needed to: BT's TCMS software (R7.2.2.6), built on 23 October and ETCS software (PVI 6.2) to fix 12 issues and Siemens must update their CBTC software to fix a further 3 (the date for the last fix forecast for 4 April). In addition, one of the defects requires instruction from Crossrail as to which party (BT or Siemens) is best placed to undertake the change.
- The next Crossrail 'test window' is planned to take place from 7 to 10 December. This will be focused on testing Siemens new release of wayside and train software.
- The start of Main Dynamic Testing in the Central Section tunnels is planned for 13 January. Good intensive work has taken place over the last few weeks to optimise the programme for Siemens and Bombardier software and to rationalise the requirements of assurance activities, so as to improve the robustness of the Crossrail Dynamic Testing programme and also allow some time and resource for testing of the Stage 2 'Heathrow' software (see below).
- Bombardier continues to validate the 9-Car software to be used for running in passenger service on Network Rail infrastructure. This will allow the 9-Car units to be used on passenger trains between Paddington and Hayes & Harlington and will help build reliability prior to use in the tunnels. The first test runs took place 21-22 November. Initial results show some unreliability of the driver information screens which is being investigated for root cause. Further meetings with the regulatory bodies are scheduled as well as submissions to the relevant safety review panels. The target for passenger operation remains December but there is a risk given the activities still outstanding.

- The build of Release 7.3 on-train software is complete. This will be used for Heathrow services utilising the European 'ETCS' signalling system. Initial testing on rigs shows a number of bugs and the next iteration 7.3.1 is being prepared. BT are currently updating their programme to optimise use of test facilities (rigs and track) and seeking additional specialist resource to cover two overlapping workstreams (the extended period of dynamic testing in the central tunnels and finalisation of Heathrow software). A revised programme for Heathrow is due to be delivered to TfL this week.
- CRL has completed its review of system integration and implementation is underway, encompassing both programme and technical integration. This includes train and signalling software but also many other aspects of the Crossrail project activities.
- The milestones in Appendix A will be updated following the completion of the new Crossrail Master Operational Handover Schedule (MOHS) at the end of November.

### Key Programme Milestones

Stage 2 P80 Programme (V3\_5\_1) | 11th Jan Current Forecast

Approval for driver training on Great Western routes excluding European Train Control System 27 Feb Completed

Commence build of TCMS release 7.3 (the Stage 2 passenger service software) 26 June Completed

Independent Safety Assessment body ('ISA') approval for European Train Control System MR3 software necessary for Stage 2 6 Aug Under review

Independent Safety Assessment body ('ISA') approval for TCMS release 7.3 18 Sept Under review

Approval for European Train Control System driver training on Great Western 24 Aug Under review

Approvals for European Train Control System Passenger Service 28 Sept

Under review

Stage 3

Completion of Transition testing at Melton ready for Central Operating Section Dynamic Testing 29 Jan Completed

Commence build of TCMS release 7.2 (the Stage 3 passenger service software) 24 April Completed

Independent Safety Assessment body ('ISA') approval for European Train Control System MR2 software necessary for Stage 3 22 May Completed

Approval of CBTC signalling for Central Operating Section Trial Operations 22 Jun Completed

Availability of 22 trains for Trial Running in the Central Operating Section 13 Aug Unit Acceptance Paused

Approval of Class 345 for Stage 3 Passenger Service 10 Oct Under Review

Start of Stage 3 Passenger Service 9 Dec Autumn 2019

Old Oak Common Depot

Section A Brought into Use 1 Mar Completed

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

Section B1 Brought into Use 11 Apr Completed  
Section C Brought into Use 30 May Completed

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

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

Sent: 30 November 2018 14:29

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

Subject: Part A Crossrail meeting 1500

On my way from Ilford, will be tight for 1500 but should just make it.

Sylvia could you forward copy of latest Mayor's Report - whichever that is.

Kind regards

Howard

Sent from my iPhone

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

**From:** [Mannah Sylvia](#)  
**To:** [Keane Kate](#); [Burrell Joshua](#); [Brown Andy \(Corporate Affairs\)](#)  
**Cc:** [Doyne Stephanie](#)  
**Subject:** RE: TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)  
**Date:** 27 November 2018 09:19:27  
**Attachments:** [Weekly Mayor Update 261118.docx](#)

---

Andy,

Please review the version attached. It includes the final version of Howard's note and update wording on the cost section.

Thanks,  
Sylvia

---

**From:** Keane Kate  
**Sent:** 26 November 2018 16:43  
**To:** Burrell Joshua; Brown Andy (Corporate Affairs)  
**Cc:** Mannah Sylvia; Doyne Stephanie  
**Subject:** FW: TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)

Many thanks Josh

Andy,

See attached – let us know of any queries.

Thanks

Kate

**Kate Keane**

Business Development and Governance Manager | Corporate Affairs

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

---

**From:** Burrell Joshua  
**Sent:** 26 November 2018 16:40  
**To:** Keane Kate  
**Cc:** Doyne Stephanie; Mannah Sylvia  
**Subject:** TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)

Hi Kate,

This week's Mayor Update is attached with the Crossrail and Bombardier sections.

Please do let me know if you have any queries.

Kind regards,

Josh

**Josh Burrell**

Transport for London | **Advisor to the Managing Director, London Underground (Secondment)**

Palestra (11B4), 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:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)  
**Date:** 28 November 2018 11:38:21  
**Attachments:** [Weekly Mayor Update 281118.docx](#)

---

Couple of quick points on this.

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 27 November 2018 09:19  
**To:** Keane Kate; Burrell Joshua; Brown Andy (Corporate Affairs)  
**Cc:** Doyne Stephanie  
**Subject:** RE: TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)

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Thanks,

Sylvia

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**Sent:** 26 November 2018 16:43  
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**Cc:** Mannah Sylvia; Doyne Stephanie  
**Subject:** FW: TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)

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Andy,

See attached – let us know of any queries.

Thanks

Kate

**Kate Keane**

Business Development and Governance Manager | Corporate Affairs

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

---

**From:** Burrell Joshua  
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**Cc:** Doyne Stephanie; Mannah Sylvia  
**Subject:** TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)

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Please do let me know if you have any queries.

Kind regards,

Josh

**Josh Burrell**

Transport for London | **Advisor to the Managing Director, London Underground (Secondment)**

Palestra (11B4), 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:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Weekly Mayor Update 051118  
**Date:** 06 November 2018 11:46:56

---

Thanks – will try and get Mike to review asap. Has Nigel/Mark signed this off?

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 06 November 2018 11:11  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 051118

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

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Weekly Mayor Update 051118  
**Date:** 05 November 2018 16:23:30  
**Attachments:** [Weekly Mayor Update 051118 SD comments.docx](#)

---

Few comments.

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 05 November 2018 16:05  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 051118

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

**From:** [Mannah Sylvia](#)  
**To:** [Wild Mark \(MD\)](#)  
**Cc:** [Findlay Lucy](#); [external howard Smith](#)  
**Subject:** Re: Weekly Mayor Update 051118.docx  
**Date:** 06 November 2018 16:26:26

---

Lucy, I'll dig out a copy of the 4LM report.

Can you please send me a copy of an old MOHS and I'll have a think about some of the info we'll want to extract from the new one for the weekly note.

Sent from my iPhone

On 6 Nov 2018, at 16:22, Wild Mark (MD) <[\[REDACTED\]](#)> wrote:

Will do Lucy ,  
Sylvia - the Steve White 4LM stakeholder update was a good example  
I guess it will all be clearer after the MOHS is stable and we have a dashboard full of lead/lag kpi .  
And important that these kpi have forecasts and trajectory going into the future  
I think the real issue is the lack of a MOHS and any sense of where the project is heading to good or bad  
The dashboard may well resolve this.

M

Sent from my iPhone

On 6 Nov 2018, at 16:16, Lucy Findlay <[\[REDACTED\]](#)> wrote:

Mark/Sylvia

It would be really helpful if you could provide any examples from other projects that do this well so that we can ensure we're heading in the right direction.

Lucy

Lucy Findlay | Chief of Staff

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

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

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

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

Sent: 06 November 2018 15:27

To: Mannah Sylvia

Cc: Lucy Findlay; Howard Smith

Subject: Re: Weekly Mayor Update 051118.docx

Thanks it's fine for now , although it obviously raises more questions than it answers. We will need a much firmer / more insightful report in the very near future supported by a proper dashboard of the relevant leading kpi suite

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

M

Sent from my iPhone

On 6 Nov 2018, at 14:51, Mannah Sylvia <[REDACTED]@tfl.gov.uk>  
wrote:

As mentioned. Current version of this week's note.

Sent from my iPhone

\*\*\*\*\*

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**From:** [Wild Mark \(MD\)](#)  
**To:** [Findlay Lucy](#)  
**Cc:** [Mannah Sylvia](#); [external howard Smith](#)  
**Subject:** Re: Weekly Mayor Update 051118.docx  
**Date:** 06 November 2018 16:22:53

---

Will do Lucy ,

Sylvia - the Steve White 4LM stakeholder update was a good example

I guess it will all be clearer after the MOHS is stable and we have a dashboard full of lead/lag kpi . And important that these kpi have forecasts and trajectory going into the future

I think the real issue is the lack of a MOHS and any sense of where the project is heading to good or bad

The dashboard may well resolve this.

M

Sent from my iPhone

> On 6 Nov 2018, at 16:16, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

>

> Mark/Sylvia

>

>

> It would be really helpful if you could provide any examples from other projects that do this well so that we can ensure we're heading in the right direction.

>

>

> Lucy

>

> Lucy Findlay | Chief of Staff

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

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

>

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>

>

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

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

> Sent: 06 November 2018 15:27

> To: Mannah Sylvia

> Cc: Lucy Findlay; Howard Smith

> Subject: Re: Weekly Mayor Update 051118.docx

>

> Thanks it's fine for now , although it obviously raises more questions than it answers. We will need a much firmer / more insightful report in the very near future supported by a proper dashboard of the relevant leading kpi suite

>

> M

>

> Sent from my iPhone

>

>> On 6 Nov 2018, at 14:51, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:

>>

>> As mentioned. Current version of this week's note.

>>

>> <Weekly Mayor Update 051118.docx>

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

>>

>>

>> Sent from my iPhone

>

>

> \*\*\*\*\*

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**From:** [Mannah Sylvia](#)  
**To:** [Wild Mark \(MD\)](#)  
**Cc:** [Findlay Lucy](#); [external howard Smith](#)  
**Subject:** Re: Weekly Mayor Update 051118.docx  
**Date:** 06 November 2018 15:28:59

---

Ta.

Sent from my iPhone

On 6 Nov 2018, at 15:27, Wild Mark (MD) <[\[REDACTED\]](#)> wrote:

Thanks it's fine for now , although it obviously raises more questions than it answers. We will need a much firmer / more insightful report in the very near future supported by a proper dashboard of the relevant leading kpi suite

M

Sent from my iPhone

On 6 Nov 2018, at 14:51, Mannah Sylvia  
<[\[REDACTED\]](#)> wrote:

As mentioned. Current version of this week's note.

Sent from my iPhone

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

**From:** [Wild Mark \(MD\)](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Findlay Lucy](#); [external howard Smith](#)  
**Subject:** Re: Weekly Mayor Update 051118.docx  
**Date:** 06 November 2018 15:27:08

---

Thanks it's fine for now , although it obviously raises more questions than it answers. We will need a much firmer / more insightful report in the very near future supported by a proper dashboard of the relevant leading kpi suite

M

Sent from my iPhone

> On 6 Nov 2018, at 14:51, Mannah Sylvia <[REDACTED]@tfl.gov.uk> wrote:  
>  
> As mentioned. Current version of this week's note.  
>  
> <Weekly Mayor Update 051118.docx>  
>  
>  
> Sent from my iPhone



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

**From:** [Lucy Findlay](#)  
**To:** [Wild Mark \(MD\)](#); [Mannah Sylvia](#)  
**Cc:** [external howard.Smith](#)  
**Subject:** RE: Weekly Mayor Update 051118.docx  
**Date:** 06 November 2018 16:16:46

---

Mark/Sylvia

It would be really helpful if you could provide any examples from other projects that do this well so that we can ensure we're heading in the right direction.

Lucy

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

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

From: Wild Mark (MD) [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]  
Sent: 06 November 2018 15:27  
To: Mannah Sylvia  
Cc: Lucy Findlay; Howard Smith  
Subject: Re: Weekly Mayor Update 051118.docx

Thanks it's fine for now , although it obviously raises more questions than it answers. We will need a much firmer / more insightful report in the very near future supported by a proper dashboard of the relevant leading kpi suite

M

Sent from my iPhone

> On 6 Nov 2018, at 14:51, Mannah Sylvia <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:  
>  
> As mentioned. Current version of this week's note.  
>  
> <Weekly Mayor Update 051118.docx>  
>  
>  
> Sent from my iPhone

\*\*\*\*\*  
The contents of this e-mail and any attached files are confidential. If you have received this email in error, please notify us immediately at [postmaster@tfl.gov.uk](mailto:postmaster@tfl.gov.uk) and remove it from your system. If received in error, please do not use, disseminate, forward, print or copy this email or its content. Transport for London excludes any warranty and any liability as to the quality or accuracy of the contents of this email and any attached files.

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly Mayor Update 051118  
**Date:** 06 November 2018 13:43:42

---

[Typo in bullet 5 of Howard's note.](#)

---

**From:** Doyne Stephanie  
**Sent:** 06 November 2018 13:43  
**To:** Mannah Sylvia  
**Subject:** RE: Weekly Mayor Update 051118  
What's different as he already has the note?  
Kind regards  
Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 06 November 2018 13:39  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 051118  
Get MB to clear this. Nigel has seen it and is ok with it.

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

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** RE: Weekly Mayor Update 121118  
**Date:** 12 November 2018 16:46:28  
**Attachments:** [Weekly Mayor Update 121118 SD comments.docx](#)

---

Just a few comments 😊

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 12 November 2018 15:52  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 121118

**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Doyne Stephanie](#); [Keane Kate](#)  
**Subject:** RE: Weekly Mayor Update 121118  
**Date:** 14 November 2018 12:52:57  
**Attachments:** [Weekly Mayor Update 121118.docx](#)

---

Steph

Please can you add the red text below to para 2.4:

CRL has submitted its formal Semi Annual Construction Report (SACR20) to Sponsors covering the period from 1 April 2018-15 September 2018. At the request of Sponsors, SACR20 reports an Anticipated Final CRL Direct Cost (AFDCDC) of £13,831m which is consistent with a P95 outturn and includes £154m of additional Quantitative Risk Assessment (QRA). **Note that this estimate is made against the existing schedule, which CRL is in the process of updating. It also does not consider any findings from the independent KPMG review of project cost, which is still underway.**

Also, there are formatting issues in 2.4 and 3.2. And what is the highlighting of the IRN table?

If we can sort these changes in the next 30 mins then I will take a copy with me to Pier Walk and try to get Mike to clear in the margins of ExCo.

Andy

  
**From:** Doyne Stephanie  
**Sent:** 12 November 2018 18:13  
**To:** Brown Andy (Corporate Affairs); Keane Kate  
**Subject:** FW: Weekly Mayor Update 121118

Kind regards

Stephanie

---

**From:** Mannah Sylvia  
**Sent:** 12 November 2018 18:09  
**To:** Doyne Stephanie  
**Subject:** Weekly Mayor Update 121118  
Sorry use this one.

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

**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Burrell Joshua](#); [Zavitz Richard](#); [external howard Smith](#)  
**Subject:** RE: Weekly note  
**Date:** 26 November 2018 16:04:26  
**Attachments:** [Weekly Mayor Update 261118v2.docx](#)

---

Here you go Sylvia

Lucy

Lucy Findlay | Chief of Staff

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

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

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---

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

Sent: 26 November 2018 14:36

To: Lucy Findlay

Cc: Burrell Joshua; Zavitz Richard; Howard Smith

Subject: RE: Weekly note

Lucy,

Many thanks for this. Please find the note attached with some minor amends and comments from me.

Thanks,

Sylvia

---

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

Sent: 26 November 2018 12:22

To: Mannah Sylvia

Cc: Burrell Joshua; Zavitz Richard; external howard Smith

Subject: RE: Weekly note

Here you go Sylvia

Lucy

Lucy Findlay | Chief of Staff

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

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

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---

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

Sent: 26 November 2018 11:22

To: Lucy Findlay

Cc: Burrell Joshua

Subject: Weekly note

Morning Lucy,

I've just spoken to Steph and she said we do need a weekly note today. Can I also confirm if the MOHS is on track to be completed by Friday?

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](#)

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**From:** [Mannah Sylvia](#)  
**To:** [Zavitz Richard](#)  
**Cc:** [Findlay Lucy](#); [Burrell Joshua](#); [external howard Smith](#)  
**Subject:** Re: Weekly note  
**Date:** 26 November 2018 18:24:37

---

It's with Andy but I think we can still make the change.

Sent from my iPhone

On 26 Nov 2018, at 18:05, Zavitz Richard <[REDACTED]@tfl.gov.uk> wrote:

If not too late, can you make the following change to the cost paragraph?

<!--[if !supportLists]-->1.1 <!--[endif]-->CRL submitted its formal Semi Annual Construction Report (SACR20) to Sponsors covering the period from 1 April 2018-15 September 2018. At the request of Sponsors, SACR20 reports the cost forecast included in the Remedial Action Plan against the late dates and includes £154m of additional Quantitative Risk Assessment (QRA). The Anticipated Final CRL Direct Cost (AFCDC) reported in SACR20 is £13,831m.

This aim to clarify that Sponsors requested the inclusion of a particular cost scenario, not a specific amount.

Thanks

Richard

---

From: Mannah Sylvia  
Sent: 26 November 2018 16:07  
To: Findlay Lucy  
Cc: Burrell Joshua; Zavitz Richard; external howard Smith  
Subject: Re: Weekly note  
Thanks Lucy.

Sent from my iPhone

On 26 Nov 2018, at 16:04, Lucy Findlay <[REDACTED]@crossrail.co.uk> wrote:

Here you go Sylvia

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: 26 November 2018 14:36

To: Lucy Findlay

Cc: Burrell Joshua; Zavitz Richard; Howard Smith

Subject: RE: Weekly note

Lucy,

Many thanks for this. Please find the note attached with some minor amends and comments from me.

Thanks,

Sylvia

---

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

Sent: 26 November 2018 12:22

To: Mannah Sylvia

Cc: Burrell Joshua; Zavitz Richard; external howard Smith

Subject: RE: Weekly note

Here you go Sylvia

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: 26 November 2018 11:22

To: Lucy Findlay

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

Cc: Burrell Joshua  
Subject: Weekly note

Morning Lucy,

I've just spoken to Steph and she said we do need a weekly note today. Can I also confirm if the MOHS is on track to be completed by Friday?

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:** [Burrell Joshua](#); [Zavitz Richard](#); [external howard Smith](#)  
**Subject:** RE: Weekly note  
**Date:** 26 November 2018 14:36:27  
**Attachments:** [Weekly Mayor Update 261118.docx](#)

---

Lucy,  
Many thanks for this. Please find the note attached with some minor amends and comments from me.  
Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 26 November 2018 12:22  
**To:** Mannah Sylvia  
**Cc:** Burrell Joshua; Zavitz Richard; external howard Smith  
**Subject:** RE: Weekly note

Here you go Sylvia

Lucy

**Lucy Findlay | Chief of Staff**

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

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

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---

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

**Sent:** 26 November 2018 11:22

**To:** Lucy Findlay

**Cc:** Burrell Joshua

**Subject:** Weekly note

Morning Lucy,

I've just spoken to Steph and she said we do need a weekly note today. Can I also confirm if the MOHS is on track to be completed by Friday?

Thanks,

Sylvia

[Sylvia Mannah](#)

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

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

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**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Re: Weekly note  
**Date:** 06 November 2018 14:15:23

---

She says the wording is correct.

Sent from my iPhone

On 6 Nov 2018, at 14:02, Doyne Stephanie <[REDACTED]@tfl.gov.uk> wrote:

Thanks!  
Kind regards  
Stephanie

---

From: Mannah Sylvia  
Sent: 06 November 2018 14:02  
To: Doyne Stephanie  
Subject: RE: Weekly note  
Will get Lucy to confirm asap.

---

From: Doyne Stephanie  
Sent: 06 November 2018 14:01  
To: Mannah Sylvia  
Subject: FW: Weekly note  
See below? Can you check this please.  
Kind regards  
Stephanie

---

From: Brown Andy (Corporate Affairs)  
Sent: 06 November 2018 13:53  
To: Doyne Stephanie  
Subject: RE: Weekly note  
Thanks, Steph.

Fine with this except for one question on 7.2 -- at the meeting last week there was some confusion as apparently NR have told some people they have not issued the standstill letters. I think CRL either need to confirm the actual position very clearly, or say that they are not sure yet.

Who has already approved this - has Mark Wild?

Andy

[REDACTED] | [REDACTED]

---

From: Doyne Stephanie  
Sent: 06 November 2018 11:46  
To: Brown Andy (Corporate Affairs)  
Subject: Weekly note

Hi Andy,

Can you review the attached. Would be good to get your feedback as you attended the meeting on Monday.

Kind regards

Stephanie

Stephanie Doyne

Corporate Affairs Manager | Corporate Affairs

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11th floor (Y8), Palestra, 197 Blackfriars Road, London SE1 8NJ |  
Email: [REDACTED] [tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)  
<!--[if !vml]--><!--[endif]-->

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**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Burrell Joshua](#); [Zavitz Richard](#); [external howard Smith](#)  
**Subject:** RE: Weekly note  
**Date:** 26 November 2018 12:21:54  
**Attachments:** [Weekly Mayor Update 261118.docx](#)

Here you go Sylvia  
Lucy

Lucy Findlay | Chief of Staff  
Crossrail | 25 Canada Square, Canary Wharf, London, E14 5LQ  
DD: [REDACTED] (Internal: Ext [REDACTED] M: [REDACTED] | CS28GM01 | [REDACTED] [crossrail.co.uk](#)  
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From: Mannah Sylvia [mailto:[REDACTED]@tfl.gov.uk]  
Sent: 26 November 2018 11:22  
To: Lucy Findlay  
Cc: Burrell Joshua  
Subject: Weekly note

Morning Lucy,

I've just spoken to Steph and she said we do need a weekly note today. Can I also confirm if the MOHS is on track to be completed by Friday?

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:** [Zavitz Richard](#); [external howard Smith](#)  
**Subject:** RE: Weekly note  
**Date:** 12 November 2018 17:35:02

---

Thanks Lucy. I'll update the note to reflect this.

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 12 November 2018 17:22  
**To:** Mannah Sylvia  
**Cc:** Zavitz Richard; external howard Smith  
**Subject:** RE: Weekly note

Thanks Sylvia

On S1 Why and what are the consequences of them doing this? They pulled the paper to review the station enhancement [REDACTED] plus the core contract activity cost pressure as per sentence 2. Consequences are [REDACTED] in award of Package 3 and [REDACTED] in standstill for Package 2.

On s2 – Why have these still not been issued? because they don't have [REDACTED] approved as per para 7.1 to deliver [REDACTED] of both packages.

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:** 12 November 2018 17:02  
**To:** Lucy Findlay  
**Cc:** Zavitz Richard; Howard Smith  
**Subject:** RE: Weekly note

Lucy,

Thanks – some comments from Steph in the attached.

Thanks,

Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 12 November 2018 13:29  
**To:** Mannah Sylvia  
**Cc:** Zavitz Richard; external howard Smith  
**Subject:** RE: Weekly note

Here you go Sylvia

I can guess you will ask what the T-8 readiness review conclusions where --- I don't know but I'll try and find out. Howard – were you at the Threlfall session on Friday?

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:** 12 November 2018 10:42  
**To:** Lucy Findlay  
**Subject:** Weekly note

Hi Lucy,

I hope you had a great weekend. Although the note was only issued on Friday, have you got your latest update ready please. As the meeting is tomorrow, we'd like to get something over to them by COP today. I've told Mike's office that the IRN table will not be updated as that comes through on Tuesdays.

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](#)  
**Cc:** [Zavitz Richard](#); [external howard Smith](#)  
**Subject:** RE: Weekly note  
**Date:** 12 November 2018 17:22:04

---

Thanks Sylvia

On S1 Why and what are the consequences of them doing this? They pulled the paper to review the station enhancement [REDACTED] plus the core contract activity cost pressure as per sentence 2. Consequences are [REDACTED] in award of Package 3 and [REDACTED] in standstill for Package 2.

On s2 – Why have these still not been issued? because they don't have [REDACTED] approved as per para 7.1 to deliver [REDACTED] of both packages.

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: 12 November 2018 17:02

To: Lucy Findlay

Cc: Zavitz Richard; Howard Smith

Subject: RE: Weekly note

Lucy,

Thanks – some comments from Steph in the attached.

Thanks,

Sylvia

---

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

Sent: 12 November 2018 13:29

To: Mannah Sylvia

Cc: Zavitz Richard; external howard Smith

Subject: RE: Weekly note

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Lucy

Lucy Findlay | Chief of Staff

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

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Sent: 12 November 2018 10:42

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#)  
**Cc:** [Zavitz Richard](#); [external howard Smith](#)  
**Subject:** RE: Weekly note  
**Date:** 12 November 2018 17:01:43  
**Attachments:** [Weekly Mayor Update 121118 SD comments.docx](#)

---

Lucy,  
Thanks – some comments from Steph in the attached.  
Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 12 November 2018 13:29  
**To:** Mannah Sylvia  
**Cc:** Zavitz Richard; external howard Smith  
**Subject:** RE: Weekly note

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**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 12 November 2018 10:42  
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Sylvia

[Sylvia Mannah](#)

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**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#)  
**Cc:** [Zavitz Richard](#); [external howard Smith](#)  
**Subject:** RE: Weekly note  
**Date:** 12 November 2018 13:29:31  
**Attachments:** [Weekly Mayor Update 121118.docx](#)

Here you go Sylvia

I can guess you will ask what the T-8 readiness review conclusions were --- I don't know but I'll try and find out. Howard – were you at the Threlfall session on Friday?

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: 12 November 2018 10:42

To: Lucy Findlay

Subject: Weekly note

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Sylvia

Sylvia Mannah

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**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#); [external howard Smith](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [Adams Simon](#); [Tucker John](#); [Price Amanda](#)  
**Subject:** RE: Weekly note  
**Date:** 09 November 2018 12:05:05

Thanks the NR text is now out of date as paper to portfolio board was withdrawn.  
We can pick up in next week's update

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: 09 November 2018 11:02

To: Lucy Findlay; Howard Smith

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

Subject: Weekly note

Lucy and Howard,

Thank you both for your help with the note. Apologies but Mike's office only issued it to City Hall this morning so please find the final copy attached.

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:** [Doyne Stephanie](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** RE: Weekly note  
**Date:** 06 November 2018 16:03:10

---

FYI Mark has approved the note and Lucy has confirmed that the wording included in the note is correct re 7.2.

Kind regards

Stephanie

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 06 November 2018 13:53  
**To:** Doyne Stephanie  
**Subject:** RE: Weekly note

Thanks, Steph.

Fine with this except for one question on 7.2 -- at the meeting last week there was some confusion as apparently NR have told some people they have not issued the standstill letters. I think CRL either need to confirm the actual position very clearly, or say that they are not sure yet.

Who has already approved this - has Mark Wild?

Andy

[REDACTED] | [REDACTED]

---

**From:** Doyne Stephanie  
**Sent:** 06 November 2018 11:46  
**To:** Brown Andy (Corporate Affairs)  
**Subject:** Weekly note

Hi Andy,

Can you review the attached. Would be good to get your feedback as you attended the meeting on Monday.

Kind regards

Stephanie

**Stephanie Doyne**

Corporate Affairs Manager | Corporate Affairs

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

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

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

**From:** [Doyne Stephanie](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** RE: Weekly note  
**Date:** 06 November 2018 14:00:51

---

I'll go back to Lucy and Sylvia.

Nigel has seen the note and approved as Mark isn't here.

Kind regards

Stephanie

---

**From:** Brown Andy (Corporate Affairs)  
**Sent:** 06 November 2018 13:53  
**To:** Doyne Stephanie  
**Subject:** RE: Weekly note

Thanks, Steph.

Fine with this except for one question on 7.2 -- at the meeting last week there was some confusion as apparently NR have told some people they have not issued the standstill letters. I think CRL either need to confirm the actual position very clearly, or say that they are not sure yet.

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Andy

[REDACTED] | [REDACTED]

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Stephanie

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Corporate Affairs Manager | Corporate Affairs

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

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

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

**From:** [Brown Andy \(Corporate Affairs\)](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** RE: Weekly note  
**Date:** 06 November 2018 13:53:19  
**Attachments:** [Weekly Mayor Update 061118.docx](#)

---

Thanks, Steph.

Fine with this except for one question on 7.2 -- at the meeting last week there was some confusion as apparently NR have told some people they have not issued the standstill letters. I think CRL either need to confirm the actual position very clearly, or say that they are not sure yet.

Who has already approved this - has Mark Wild?

Andy

[REDACTED] | [REDACTED]

---

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**Sent:** 06 November 2018 11:46  
**To:** Brown Andy (Corporate Affairs)  
**Subject:** Weekly note

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Kind regards

Stephanie

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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:** [Findlay Lucy](#); [Mannah Sylvia](#); [Zavitz Richard](#)  
**Subject:** RE: weekly note  
**Date:** 19 November 2018 19:17:10

---

Lucy,

Thanks. Wording on TAA looks pretty good to me, perhaps:

**1.1 The Office of Rail and Road (ORR) has now directed MTRC and Network Rail Infrastructure Ltd to enter into the first Crossrail Track Access Contract, confirming the rights that had been sought for the full Elizabeth line services that operate from Stage 5 onwards.**

---

From: Lucy Findlay

Sent: 19 November 2018 15:53

To: Mannah Sylvia ([REDACTED]@tfl.gov.uk); Zavitz Richard ([REDACTED]@tfl.gov.uk)

Cc: Howard Smith

Subject: weekly note

IF they decide they do want a note that will get issued....here you go.

Since last week's one never got issued I've left some stuff in from it.

Howard – sorry but you may need to provide some plain English around the ORR/taa in section 8.2

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](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Doyne Stephanie](#)  
**Subject:** RE: weekly report  
**Date:** 05 November 2018 17:41:56  
**Attachments:** [Weekly Mayor Update 051118.docx](#)

---

Current version attached for all. Once the BT note is finalised and the IRN updates are available, I'll provide an updated note.

Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 05 November 2018 17:18  
**To:** Mannah Sylvia; external howard Smith  
**Cc:** Brown Andy (Corporate Affairs); Zavitz Richard; Doyne Stephanie  
**Subject:** RE: weekly report  
Sorry re comment 6 "Can I say this?" Re the dashboard. I can't commit 100% that it'll be available next week.

**Lucy**

**Lucy Findlay | Chief of Staff**

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

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

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---

**From:** Lucy Findlay  
**Sent:** 05 November 2018 17:01  
**To:** 'Mannah Sylvia'; Howard Smith  
**Cc:** Brown Andy (Corporate Affairs); Zavitz Richard; Doyne Stephanie  
**Subject:** RE: weekly report

[Here you go.](#)

**Lucy**

**Lucy Findlay | Chief of Staff**

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

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

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**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 05 November 2018 16:25  
**To:** Lucy Findlay; Howard Smith  
**Cc:** Brown Andy (Corporate Affairs); Zavitz Richard; Doyne Stephanie  
**Subject:** RE: weekly report

**Lucy,**

Thanks for the note. Please find it attached with some amends and comments from Steph and me.

Thanks,  
Sylvia

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 05 November 2018 14:49  
**To:** Mannah Sylvia; external howard Smith  
**Cc:** Brown Andy (Corporate Affairs); Zavitz Richard  
**Subject:** weekly report

[Here you go Sylvia](#)

**Lucy**

**Lucy Findlay | Chief of Staff**

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

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

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**From:** Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
**Sent:** 05 November 2018 10:43  
**To:** Howard Smith  
**Cc:** Brown Andy (Corporate Affairs); Lucy Findlay; Zavitz Richard; Phil Clarke - TfL; Wild Mark (MD)  
**Subject:** RE: Mayor - BT Chairman's Weekly

[Thanks Howard.](#)

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 05 November 2018 10:37  
**To:** Mannah Sylvia  
**Cc:** Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP); Wild Mark (MD)

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

**Subject:** RE: Mayor - BT Chairman's Weekly  
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On the Crossrail decision point this is with Jonathan Osgood Crossrail signalling engineer who was [redacted] last week – will follow up today.

Kind regards  
Howard

---

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

**Sent:** 05 November 2018 10:29

**To:** Howard Smith

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

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

Howard,

Thanks for the note. Please find it attached with two comments from me.

Thanks,  
Sylvia

---

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

**Sent:** 02 November 2018 18:56

**To:** Mannah Sylvia

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

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

This week's draft, small changes, some deletion of longstanding 'boilerplate' text and a section for completing Monday re weekend testing.

Comments by Monday 16.00 latest and good weekend to all.

Howard

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**From:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Doyne Stephanie](#)  
**Subject:** RE: weekly report  
**Date:** 05 November 2018 17:18:41

---

Ok – then I'll take that reference out. On the safety update, I included the additional info and will amend the wording. I included it because Mike will ask for the detail.

---

**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 05 November 2018 17:18  
**To:** Mannah Sylvia; external howard Smith  
**Cc:** Brown Andy (Corporate Affairs); Zavitz Richard; Doyne Stephanie  
**Subject:** RE: weekly report  
Sorry re comment 6 "Can I say this?" Re the dashboard. I can't commit 100% that it'll be available next week.

**Lucy**

**Lucy Findlay | Chief of Staff**

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

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**From:** Lucy Findlay  
**Sent:** 05 November 2018 17:01  
**To:** 'Mannah Sylvia'; Howard Smith  
**Cc:** Brown Andy (Corporate Affairs); Zavitz Richard; Doyne Stephanie  
**Subject:** RE: weekly report  
Here you go.

**Lucy**

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**Subject:** RE: weekly report

Lucy,

Thanks for the note. Please find it attached with some amends and comments from Steph and me.

Thanks,  
Sylvia

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**From:** Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 05 November 2018 14:49  
**To:** Mannah Sylvia; external howard Smith  
**Cc:** Brown Andy (Corporate Affairs); Zavitz Richard  
**Subject:** weekly report

Here you go Sylvia

**Lucy**

**Lucy Findlay | Chief of Staff**

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

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

Thanks Howard.

---

**From:** Howard Smith [mailto: [REDACTED]@crossrail.co.uk]  
**Sent:** 05 November 2018 10:37  
**To:** Mannah Sylvia  
**Cc:** Brown Andy (Corporate Affairs); Findlay Lucy; Zavitz Richard; Clarke Phil (ELLP); Wild Mark (MD)  
**Subject:** RE: Mayor - BT Chairman's Weekly

Sylvia,  
Thanks, the MTIN figure from the GE fleet isn't really related to testing – its how the RLU's are



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On the Crossrail decision point this is with Jonathan Osgood Crossrail signalling engineer who was [REDACTED] last week – will follow up today.

Kind regards  
Howard

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

**Sent:** 05 November 2018 10:29

**To:** Howard Smith

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

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

Howard,

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Thanks,

Sylvia

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

**Sent:** 02 November 2018 18:56

**To:** Mannah Sylvia

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

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

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Howard

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**To:** [Mannah Sylvia](#); [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Doyne Stephanie](#)  
**Subject:** RE: weekly report  
**Date:** 05 November 2018 17:01:46  
**Attachments:** [Weekly Mayor Update 051118 v2.docx](#)

---

Here you go.

Lucy

Lucy Findlay | Chief of Staff

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

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

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Sent: 05 November 2018 16:25  
To: Lucy Findlay; Howard Smith  
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Subject: RE: weekly report

Lucy,

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Thanks,

Sylvia

---

From: Lucy Findlay [mailto:[REDACTED]@crossrail.co.uk]  
Sent: 05 November 2018 14:49  
To: Mannah Sylvia; external howard Smith  
Cc: Brown Andy (Corporate Affairs); Zavitz Richard  
Subject: weekly report

Here you go Sylvia

Lucy

Lucy Findlay | Chief of Staff

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

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Sent: 05 November 2018 10:43  
To: Howard Smith  
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Thanks Howard.

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Howard

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**To:** [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Doyne Stephanie](#)  
**Subject:** RE: weekly report  
**Date:** 05 November 2018 16:25:14  
**Attachments:** [Weekly Mayor Update 051118 SD comments.docx](#)

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Lucy,

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**Sent:** 05 November 2018 14:49  
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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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**To:** [Mannah Sylvia](#); [Findlay Lucy](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#); [Doyne Stephanie](#); [Clarke Phil \(ELLP\)](#); [Wild Mark \(MD\)](#)  
**Subject:** RE: weekly report  
**Date:** 05 November 2018 18:12:31  
**Attachments:** [Mayor-BT Chairmans Weekly 051118 \(FINAL\).docx](#)

---

Final BT Report. Changes are to increase the number of units built from 54 to 57 (should have changed weeks back but nobody on either side has queried as we aren't buying them anyway!), drafting for clarity around the MTIN and some words on last weekends Dynamic Testing that are shorter but not inconsistent with Lucy's in the main report.

Nothing from BT other than an odd query this morning about reliability wording that's been unchanged for weeks so rebutted.

Good to go

Howard

---

From: Mannah Sylvia [mailto: [REDACTED]@tfl.gov.uk]  
Sent: 05 November 2018 17:42  
To: Lucy Findlay; Howard Smith  
Cc: Brown Andy (Corporate Affairs); Zavitz Richard; Doyne Stephanie  
Subject: RE: weekly report

Current version attached for all. Once the BT note is finalised and the IRN updates are available, I'll provide an updated note.

Thanks,

Sylvia

---

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 05 November 2018 17:18  
To: Mannah Sylvia; external howard Smith  
Cc: Brown Andy (Corporate Affairs); Zavitz Richard; Doyne Stephanie  
Subject: RE: weekly report

Sorry re comment 6 "Can I say this?" Re the dashboard. I can't commit 100% that it'll be available next week.

Lucy

Lucy Findlay | Chief of Staff

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

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

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---

From: Lucy Findlay  
Sent: 05 November 2018 17:01  
To: 'Mannah Sylvia'; Howard Smith  
Cc: Brown Andy (Corporate Affairs); Zavitz Richard; Doyne Stephanie  
Subject: RE: weekly report

Here you go.

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: 05 November 2018 16:25  
To: Lucy Findlay; Howard Smith  
Cc: Brown Andy (Corporate Affairs); Zavitz Richard; Doyne Stephanie  
Subject: RE: weekly report

Lucy,

Thanks for the note. Please find it attached with some amends and comments from Steph and me.

Thanks,

Sylvia

---

From: Lucy Findlay [mailto: [REDACTED]@crossrail.co.uk]  
Sent: 05 November 2018 14:49

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

To: Mannah Sylvia; external howard Smith  
Cc: Brown Andy (Corporate Affairs); Zavitz Richard  
Subject: weekly report  
Here you go Sylvia

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: 05 November 2018 10:43

To: Howard Smith

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

Subject: RE: Mayor - BT Chairman's Weekly

Thanks Howard.

---

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

Sent: 05 November 2018 10:37

To: Mannah Sylvia

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

Subject: RE: Mayor - BT Chairman's Weekly

Sylvia,

Thanks, the MTIN figure from the GE fleet isn't really related to testing – its how the RLU's are performing in passenger service (and therefore a guide to how the basic reliability of the unit is building for eventual passenger service) If we actually had 7000MTIN + down the tunnel for testing we would be fine as applied to a maximum of 4 trains in test it would equate to about 1 failure a period.

On the Crossrail decision point this is with Jonathan Osgood Crossrail signalling engineer who was [REDACTED] last week – will follow up today.

Kind regards

Howard

---

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

Sent: 05 November 2018 10:29

To: Howard Smith

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

Subject: RE: Mayor - BT Chairman's Weekly

Howard,

Thanks for the note. Please find it attached with two comments from me.

Thanks,

Sylvia

---

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

Sent: 02 November 2018 18:56

To: Mannah Sylvia

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

Subject: RE: Mayor - BT Chairman's Weekly

This week's draft, small changes, some deletion of longstanding 'boilerplate' text and a section for completing Monday re weekend testing.

Comments by Monday 16.00 latest and good weekend to all.

Howard

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

**From:** [Doyne Stephanie](#)  
**To:** [David Bellamy](#); [Alexander Heidi](#); [Brown Mike \(Commissioner\)](#); [Wild Mark \(MD\)](#); [Kilonback Simon](#); [Wright Simon \(Crossrail\)](#); [\[REDACTED\]@btinternet.com](#); [\[REDACTED\]@fidic.org](#)  
**Cc:** [Steer Tim](#); [Erica Walker](#); [Milne Jamie](#); ["Andrea Kechiche"](#); [Thomson Linda](#); [Branks Kirsten](#); [Tagg Ella \(ST\)](#); [Bellars Lauren](#); [Keane Kate](#); [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** TfL Restricted - Weekly Crossrail update  
**Date:** 09 November 2018 10:50:17  
**Attachments:** [Weekly Mayor Update 091118.docx](#)  
[image001.png](#)

---

Hi all,

Please find attached this week's Crossrail note.

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]





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

**From:** [Burrell Joshua](#)  
**To:** [Keane Kate](#)  
**Cc:** [Doyne Stephanie](#); [Mannah Sylvia](#)  
**Subject:** TfL Restricted and Confidential - Weekly Mayor Update (Crossrail)  
**Date:** 26 November 2018 16:40:15  
**Attachments:** [Weekly Mayor Update 261118.docx](#)

---

Hi Kate,

This week's Mayor Update is attached with the Crossrail and Bombardier sections.

Please do let me know if you have any queries.

Kind regards,

Josh

**Josh Burrell**

Transport for London | **Advisor to the Managing Director, London Underground (Secondment)**

Palestra (11B4), 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:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 051118  
**Date:** 06 November 2018 11:10:57  
**Attachments:** [Weekly Mayor Update 051118.docx](#)

---

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 051118  
**Date:** 05 November 2018 16:05:21  
**Attachments:** [Weekly Mayor Update 051118.docx](#)

---

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

**From:** [Mannah Sylvia](#)  
**To:** [Wild Mark \(MD\)](#)  
**Cc:** [Findlay Lucy](#); [external howard Smith](#)  
**Subject:** Weekly Mayor Update 051118.docx  
**Date:** 06 November 2018 14:51:48  
**Attachments:** [Weekly Mayor Update 051118.docx](#)  
[ATT00001.txt](#)

---

As mentioned. Current version of this week's note.

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 051118  
**Date:** 06 November 2018 13:38:53  
**Attachments:** [Weekly Mayor Update 051118.docx](#)

---

Get MB to clear this. Nigel has seen it and is ok with it.

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

**From:** [Doyne Stephanie](#)  
**To:** [Mannah Sylvia](#)  
**Subject:** Weekly Mayor Update 121118  
**Date:** 14 November 2018 13:08:13  
**Attachments:** [Weekly Mayor Update 121118.docx](#)

---

Can you do this asap please!

I want to give mike a copy to read on the jubs line on the way to ExCo!

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 121118  
**Date:** 12 November 2018 18:08:39  
**Attachments:** [Weekly Mayor Update 121118.docx](#)

---

Sorry use this one.

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 121118  
**Date:** 12 November 2018 18:05:07  
**Attachments:** [Weekly Mayor Update 121118.docx](#)

---

Steph,

Final note from us – I'll ask Mark to review it. I've left the IRNs as highlighted as they've not changed.

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:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 121118  
**Date:** 12 November 2018 15:52:17  
**Attachments:** [Weekly Mayor Update 121118.docx](#)

---

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 121118  
**Date:** 14 November 2018 13:20:32  
**Attachments:** [Weekly Mayor Update 121118.docx](#)

---

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 141118  
**Date:** 14 November 2018 13:40:36  
**Attachments:** [Weekly Mayor Update 141118.docx](#)

---

Hi Andy,

See attached the CRL note with updated IRN info.

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:** [Mannah Sylvia](#)  
**To:** [Keane Kate](#)  
**Subject:** Weekly Mayor Update 261118  
**Date:** 26 November 2018 14:20:55  
**Attachments:** [Weekly Mayor Update 261118.docx](#)

---

Current draft as mentioned. Sorry for the tight turnaround!

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

**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** Weekly Mayor Update 281118  
**Date:** 28 November 2018 17:04:51  
**Attachments:** [Weekly Mayor Update 281118.docx](#)

---

How about this?

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

**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#); [Zavitz Richard](#)  
**Cc:** [external howard Smith](#)  
**Subject:** weekly note  
**Date:** 19 November 2018 15:52:54  
**Attachments:** [Weekly Mayor Update 191118.docx](#)

---

IF they decide they do want a note that will get issued....here you go.  
Since last week's one never got issued I've left some stuff in from it.  
Howard – sorry but you may need to provide some plain English around the ORR/taa in section 8.2

**Lucy**

**Lucy Findlay | Chief of Staff**

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

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**From:** [Mannah Sylvia](#)  
**To:** [Doyne Stephanie](#)  
**Subject:** weekly note  
**Date:** 30 November 2018 08:27:47

---

Any update on the note please? Conscious that the meeting is taking place this afternoon.

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)

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

**From:** [Doyne Stephanie](#)  
**To:** [Brown Andy \(Corporate Affairs\)](#)  
**Subject:** Weekly note  
**Date:** 06 November 2018 11:45:53  
**Attachments:** [Weekly Mayor Update 061118.docx](#)

---

Hi Andy,

Can you review the attached. Would be good to get your feedback as you attended the meeting on Monday.

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:** [Mannah Sylvia](#)  
**To:** [Findlay Lucy](#); [external howard Smith](#)  
**Cc:** [Hughes David \(Director of Strategy and Network Development\)](#); [Zavitz Richard](#); [Adams Simon](#); [Tucker John](#); [Price Amanda](#)  
**Bcc:** [Morley Vicky](#); [Prior Lois](#)  
**Subject:** Weekly note  
**Date:** 09 November 2018 11:02:20  
**Attachments:** [Weekly Mavor Update 091118.docx](#)

---

Lucy and Howard,  
Thank you both for your help with the note. Apologies but Mike's office only issued it to City Hall this morning so please find the final copy attached.

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

**From:** [Lucy Findlay](#)  
**To:** [Mannah Sylvia](#); [external howard Smith](#)  
**Cc:** [Brown Andy \(Corporate Affairs\)](#); [Zavitz Richard](#)  
**Subject:** weekly report  
**Date:** 05 November 2018 14:49:11  
**Attachments:** [Weekly Mayor Update 051118.docx](#)

---

Here you go Sylvia

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: 05 November 2018 10:43

To: Howard Smith

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

Subject: RE: Mayor - BT Chairman's Weekly

Thanks Howard.

---

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

Sent: 05 November 2018 10:37

To: Mannah Sylvia

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

Subject: RE: Mayor - BT Chairman's Weekly

Sylvia,

Thanks, the MTIN figure from the GE fleet isn't really related to testing – its how the RLU's are performing in passenger service (and therefore a guide to how the basic reliability of the unit is building for eventual passenger service) If we actually had 7000MTIN + down the tunnel for testing we would be fine as applied to a maximum of 4 trains in test it would equate to about 1 failure a period.

On the Crossrail decision point this is with Jonathan Osgood Crossrail signalling engineer who was [REDACTED] last week – will follow up today.

Kind regards

Howard

---

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

Sent: 05 November 2018 10:29

To: Howard Smith

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

Subject: RE: Mayor - BT Chairman's Weekly

Howard,

Thanks for the note. Please find it attached with two comments from me.

Thanks,

Sylvia

---

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

Sent: 02 November 2018 18:56

To: Mannah Sylvia

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

Subject: RE: Mayor - BT Chairman's Weekly

This week's draft, small changes, some deletion of longstanding 'boilerplate' text and a section for completing Monday re weekend testing.

Comments by Monday 16.00 latest and good weekend to all.

Howard

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