From:	Harvey Stuart
Sent:	24 August 2017 18:12
То:	Crompton, Andy
Cc:	Gosling Martin; Moss Denice; Foulquie, Rafael; Darcy, David
Subject:	Re: Safety Engagement FLO NLE

Andy,

Thanks for feedback which is encouraging.

I also attended site yesterday as you know. I can report I saw many positives and agree the site was generally today and we'll run. I have made some observations during my visit, which I am happy Martin passes on. Clearly behaviours is a key area to keep an eye on.

There continues to be a number of minor injuries and we are aware productivity is picking up well on the TBM's. I think we need to focus on this be be assured there is no correlation.

Thanks again,

Stuart

Stuart Harvey Director of Major Projects Transport for London 7th Floor Canary Wharf Mobile

Sent from my iPhone

On 24 Aug 2017, at 17:58, Crompton, Andy <

laingorourke.com> wrote:

Stuart, Martin, Denise,

At our Health and Safety meeting on Thursday 10th August I took away the action to visit both Nine Elms Box and Battersea Station sites to review in the field our operations and report back. I can advise that I completed that exercise yesterday. During both my site visits I reviewed the activities that were happening and discussed with a number of people the operations that they were performing at the time I was there. I also talked about how prepared they were for the activities that they were due to undertake in the future. I asked them to take me through the method statement / task sheet that we had and reviewed the adequacy of the document for providing acceptable guidance as to how to complete the task safely, efficiently and produce the quality product demanded. I spoke with management, supervision and the workforce and I found a real level of engagement with performing their tasks safely, which was quite pleasing. We talked about the activities that were planned and it was clear that future activities were already in the thoughts of those I spoke to. Access was good and both sites were quite tidy and well presented.

Whilst I was out on site I also took the opportunity to meet up with some of your own staff and discuss our performance generally and safety perception in particular. Pleasingly, feedback was generally positive. At Nine Elms I spoke with Danny Owens and at Battersea it was Nick Stuart and Charles Oxenholme (I think). I anticipate that they would concur with this feedback. On both sites I felt that the engagement levels to schedule, quality and safety performance were generally good.

I will continue to check that these current levels do not drop and we are thoroughly prepared for future activities.

During the meeting we also discussed Tunnel / TBM safety performance and we confirmed that although we recognised that we had recently experienced a small number of accidents

down there we did have a real focus on operating both our TBMs safely. I believe that Denice visited the TBM operations on the Friday after our meeting and it was gratifying to hear from our site team that this visit appeared to go well. The reports back that I received were that we were able to demonstrate the efforts that we were making and the processes we were implementing to in order create a safe tunnelling environment for all working down there. I anticipate however that if this feedback is incorrect you will quickly advise me. Regards,

(On behalf of the FLO NLE JV board) Andy Crompton B.Eng, C.Eng, FICE Director Laing O'Rourke Bridge Place, Anchor Boulevard,

Crossways, Dartford, Kent, DA2 6SN mobile: +44

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From:	Hughes David (Director)
Sent:	27 July 2017 10:23
То:	'Simon Murphy'
Subject:	RE:

Thanks, Simon.

It's very much appreciated.

From: Simon Murphy [mailto: bpsdc.co.uk] Sent: 27 July 2017 09:33 To: Hughes David (Director) Subject:

Dear David A short letter from the Battersea Team. Simon

Simon Murphy - Deputy Chief Executive & Chief Financial Officer Battersea Power Station Development Company 1 Village Courtyard, Battersea, London, SW11 8EZ Tel: (+44) 20 Fax: (+44) 20 7501 0699 Mobile: (+44) E-mail: bpsdc.co.uk Web: www.batterseapowerstation.co.uk

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From:	Harvey Stuart
	,
Sent:	06 July 2017 06:47
To:	Thompson Mark (SPM Tunnelling)
Cc:	Martinez, Juan; Vazquez, Alejandro; Lalinde, Guillermo; Ryan, Eoin; Greaney, Liam; Rastrero Seijas, Jose; Barker Melanie; Mitchelmore David; Lewis, Darren; Smyth, John; Arnold, Carla; Garcia, Mabel; Dubber, Robert; Coll, Neil; Cross, Chloe; Strong, Andy; Navarro, Julio; Holton, Jack; Thompson, Paul; Thiagarajan Suresh; Nagendra, Naganathan; Arrieta, Gonzalo; Cullen, Paul; MacGregor, Ross; Vicente, Emilio; Vicente, Jose; Tommy Gallagher; John Nally Gorger, Ross; Vicente, Emilio; Vicente, Jose; Tommy Gallagher; John Nally Gorger, Ross; McDonough, Zac; Edwards, Sharna; Acar, Zeynep; Gorger, Otbeng.com; Eoin Murphy; Darcy, David; Henderson, Neil; Rallo, Luis; Walker, Graham; Shaw Graeme; Potter Anne; Bratton, Richard; Villa del Canto, Jenaro; Newman, Oliver; Andrews, Paul; Gosling Martin; Mcsweeney Terry; Garford-Tull, Robert; Roseler, John; Willard, Andy; Neil Moss(Principal Tunnel Engineer); Shekhkelo Ismail; Dahm, Wolfgang; Bailey, John; Ellary, Louise; Boys, Jim; Patel, Krishan; Parker, Steve
	Rafael Foulquie; Pacheco, Ignacio; Navarro Dacal,
	Ignacio ferrovial.com); Simic Sureda, Francisco Davor
Subject:	Re: FLO TECHNICAL EXCELLENCE AWARD AT GROUND ENGINEERING AWARDS 2017

Really well done to all the team. I was truly inspired when I visited. We should also mention all this, with safety maintained also at the highest level.

Keep it going ...

Stuart

Sent from my iPhone

On 6 Jul 2017, at 06:33, Thompson Mark (SPM Tunnelling) <

tfl.gov.uk > wrote:

<u>Team</u>

This award is more than deserved and credit must go to all the members of the Kennington team who have worked so hard and importantly - in a totally collaborative manner to achieve this.

The approach to the step plates – which are without doubt one of the main challenges of the NLE project – has been a benchmark of what projects can deliver when the right people do the right things at the right time – and keep doing it - time and time again.

Let's keep on track and on focus for the possessions which are just a few weeks away - and connect this great work to our great railway!

Regards, Mark Mark Thompson

Tunnelling Manager

London Underground | Transport for London and Ferrovial Laing ORourke JV

Capital Projects Directorate | 4thFloor | Camelford House I 87-89 Albert Embankment I Vauxhall | London | SE1 7TW

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11	

LI https://www.linkedin.com/in/mdt47

THINK GOLDEN RULES!!

team-flo.com

From: Martinez, Juan Sent: 05 July 2017 23:39

Sureda, Francisco Davor

To: Vazquez, Alejandro; Lalinde, Guillermo; Ryan, Eoin; Greaney, Liam; Rastrero Seijas, Jose; Barker Melanie; Mitchelmore David; Lewis, Darren; Smyth, John; Arnold, Carla; Garcia, Mabel; Dubber, Robert; Coll, Neil; Cross, Chloe; Strong, Andy; Navarro, Julio; Holton, Jack; Thompson, Paul; Thiagarajan Suresh; Nagendra, Naganathan; Arrieta, Gonzalo; Cullen, Paul; MacGregor, Ross; Vicente, Emilio; Vicente, Jose; Tommy Gallagher; John Nally (Construction of the structure); Paula Micaelo (Construction of the structure); Swaby-Brown, Cheri; Chicharro, Jose; McDonough, Zac; Edwards, Sharna; Acar, Zeynep;

otbeng.com; Eoin Murphy

Cc: Darcy, David; Henderson, Neil; Rallo, Luis; Walker, Graham; Bratton, Richard; Villa del Canto, Jenaro; Newman, Oliver; Andrews, Paul; McSweeney, Terry R; Garford-Tull, Robert; Roseler, John; Willard, Andy; Thompson Mark (SPM Tunnelling); Neil Moss(Principal Tunnel Engineer); Shekhkelo Ismail; Dahm, Wolfgang; Bailey, John; Ellary, Louise; Boys, Jim;

Patel, Krishan; Parker, Steve (<u>ferrovial.com</u>); Rafael Foulquie; Pacheco, Ignacio; Navarro Dacal, Ignacio (

ferrovial.com); Simic

Subject: FLO TECHNICAL EXCELLENCE AWARD AT GROUND ENGINEERING AWARDS 2017

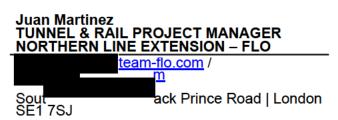
Flo has been awarded tonight for "Technical excellence" in the Ground Engineering Award 2107. This award refers to the amazing work done in the SPJ.

This award recognizes without a doubt a job well done, with standards of quality and technical excellence that speak for themselves. This award means a joint work with LUL, designers OTB, Ferrovial and LOR technical offices, FLO 's different teams, neighbors, etc. ONE TEAM!!!!!

I would like to thank all the people who have participated actively, from the last to the first regardless of their position or their category, because everybody has put his piece of sand over there.

Really well done, is a well-deserved award.

Regards



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From: Sent: To: Cc: Subject:	Foulquie, Rafael < ferrovial.com> 27 July 2017 10:44 Gosling Martin; Harvey Stuart; Terry James team-flo.com'; ferrovial.com/; laingorourke.com'; Goose Peters, Karl; Luis Rallo RE: Health & Safety Concerns
	to attend as will be away of the UK due to Annual Leave. Ing the course of next week if it helps.
Martin Sent: 27 July 2017 08:10 To: Harvey Stuart; Terry Jame laingorourke.com Subject: Health & Safety Cond	'; Foulquie, Rafael; Goose Peters, Karl cerns 13:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

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From: Sent: To: Cc: Subject:	Harvey Stuart 02 May 2017 18:01 Gosling Martin Barrett Sue; Darcy, David (Constant team-flo.com); Foulquie, Rafael < Constant ferrovial.com> (Constant ferrovial.com); Crompton, Andy Re: LUL / FLO Project Board Meeting 3 May - Draft Agenda and Previous Minutes	
It would really help never this m	neeting could be moved to West Ferry Circus at Canary Wharf.	
Please can you confirm?		
Many thanks,		
Stuart		
Sent from my iPhone		
On 2 May 2017, at 16:04, Gosli	ng Martin < the state of the st	
All Please find attached the	above documents in advance of our meeting tomorrow.	
Please note, as agreed at the previous meeting, the meeting tomorrow is only for the above invitees. Regards Martin Martin Gosling Head of NLE Northern Line Extension London Underground 4 th Floor, Camelford House, 89 Albert Embankment, London SE1 7TP Tel: 0203		

From:	Niall Lindsay < br/>
Sent:	21 September 2017 09:44
То:	Lumsden Ian
Cc:	Tim Hill; Gosling Martin; Stuart Nicholas; Madonna Kinsey; Maino Diane; Simon Jenner; Simon Murphy; Barrett Sue; Hughes David (Director); Niven Robert
Subject:	Re: Minutes response

lan

We are outside the agreed ToRs and TfL has today confirmed its continuing objection to me acting as Chair. What more can I say?

Niall

Niall Lindsay - Head of Infrastructure & NLE Battersea Power Station Development Company 188 Kirtling Street, London, SW11 8BN Tel: (+44) 20 Fax: (+44) 20 7501 0699 E-mail: bpsdc.co.uk Web: batterseapowerstation.co.uk

On 21 Sep 2017, at 09:26, Lumsden lan <

tfl.gov.uk> wrote:

Niall.

I am somewhat confused by your communication, as whilst BPSDC had control of the JPB process minutes have been brought to the meeting (not yet agreed between the parties). The report is complete and the presentation has been discussed between us albeit I believe there is one slide you are not happy with (something that can be noted). We have just received a decline note from Simon Murphy and I am aware that Madonna is away on leave this week. You have the chair and it is your call but the agreement of minutes (done) is not unusual to be completed late on occasions, and seems an odd reason for cancelling. I will however pass on the cancelation now to the TfL team through this response. Best Regards Ian Lumsden Strategic Director Northern Line extension London Underground | Transport for London Albany House 100 Petty France London SW1H 9EA Tel; 0207 Mob: Email; tfl.gov.uk From: Niall Lindsay [mailto: bpsdc.co.uk] Sent: 21 September 2017 09:19 To: Lumsden Ian; Tim Hill Cc: Madonna Kinsey; Maino Diane; Simon Jenner; Simon Murphy; Barrett Sue; Tim Hill; Stuart Nicholas Subject: RE: Minutes response lan Given that we are still in the process of trying to assemble the JPB papers for midday in the

face of very late TfL responses to the Minutes and JPB Report, which take us outside the requirements of the JPB Terms of Reference, we have little option but to cancel today's JPB meeting and re-arrange. This is unfortunate but in the circumstances there is little else we can do. Would you please advise the TfL attendees accordingly.

Regards

Niall

Niall Lindsay - Head of Infrastructure & NLE Battersea Power Station Development Company No. 1 Village Courtyard Circus West Village Battersea Power Station London, SW11 8AH Tel: (+44) 20 Fax: (+44) 20 Fax: (+44) 20 Mobile: (+44) E-mail: <u>Batterseapowerstation.co.uk</u>

Development Manager for Battersea Power Station

From: Lumsden Ian [mailto: tfl.gov.uk] Sent: 21 September 2017 07:27 To: Tim Hill < bpsdc.co.uk> Cc: Niall Lindsay < bpsdc.co.uk> Subject: Re: Minutes response Yes Tim OK with these

On 20 Sep 2017, at 17:26, Tim Hill < bpsdc.co.uk > wrote:

lan

Attached our final comments on the minutes . Are you happy with them? The JPB report is also attached.

We received the proposed JPB "joint" presentation this morning but at this point in time are unable to accept it as a joint presentation. We hope that it will be amended by TfL in such a way that we can accept it before the meeting.

Regards Tim Tim Hill - NLE Project Director Battersea Power Station Development Company No. 1 Village Courtyard Circus West Village Battersea Power Station London, SW11 8AH Tel: (+44) 207 Fax: (+44) 207 Fax: (+44) 207 Mobile: (+44) E-mail: bpsdc.co.uk Web: www.batterseapowerstation.co.uk

From: Lumsden Ian [mailto	tfl.gov.uk]
Sent: 20 September 2017	2:59	
To: Tim Hill < bpsdc.	<u>co.uk</u> >; Niall Lindsay <	bpsdc.co.uk>
Cc: Lumsden lan <	<u>tfl.gov.uk</u> >; Goslir	ng Martin
< <u>tfl.gov.uk</u> >	⊳; Barrett Sue <	tube.tfl.gov.uk>;

Maino Diane < the two second tube.tfl.gov.uk> Subject: Minutes response Niall/Tim, Please see attached comments on the minutes On the tracker I believe that item 34 should be shown as closed now (as it's a duplicate) Best Regards Ian Lumsden Strategic Director Northern Line extension London Underground | Transport for London Albany House 100 Petty France London SW1H 9EA Tel; 0207 Mobi Mobi Email; Mathematical Strategic Line (fl.gov.uk)

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From:	Harvey Stuart
Sent:	17 March 2017 11:45
То:	Foulquie, Rafael; Fifield Sadie
Cc:	Barrett Sue; Gosling Martin; Darcy, David; Luis Rallo; Goose Peters, Karl; Crompton,
	Andy; Carne, Marcus; Clark George (Engineering)
Subject:	Re: NLE - ACCESS TO ROYAL MAIL SITE AND TBM OBSTRUCTIONS

Sadie, please advise.

Suggest we ensure our joint technical advisers are present - Martin?

Rafael, I will require the JV to tell LU the approach they want to take and we will do what we need to do to support.

Stuart

Sent from my iPhone

On 17 Mar 2017, at 09:04, Foulquie, Rafael < for the ferrovial.com wrote:

Stuart, Many thanks for your prompt reply. As per your offer below we would appreciate a meeting as soon as possible to go through this matter in the required detail. Please advise your availability early next week and we will make it work from our end. Kind Regards Rafael Foulquie MEng MBA FRICS **Operations Director** ferrovial.com Ferrovial Agroman UK Ltd 10th Floor, BSI Building 389 Chiswick High Road London W4 4AL T.: 0208 M.: www.faukie.com www.ferrovial.es Please consider the environment before printing.

From: Harvey Stuart [m	ailto: <u>tfl.gov.uk</u>]	
Sent: 16 March 2017 18	3:09	
To: Foulquie, Rafael <	ferrovial.com>	
Cc: Barrett Sue <	tube.tfl.gov.uk>; Gosling Martin <	<u>tfl.gov.uk</u> >;
Darcy, David <	<u>team-flo.com</u> >; Luis Rallo <	<u>team-flo.com</u> >; Goose
Peters, Karl <	<u>ferrovial.com</u> >; Crompton, Andy <	laingorourke.com>;
Carne, Marcus <	laingorourke.com>	
Cubicati Dei ML	Tee to doval mail eite and toma	

Subject: Re: NLE - ACCESS TO ROYAL MAIL SITE AND TBM OBSTRUCTIONS Rafael,

I will let Martin Goslin address in detail with David Darcy, but I have looked into this issue raised in your email, that you recall we also briefly touched upon at the Joint Programme Board. I am absolutely clear with the team that it must be for Flo to determine the best, and

safest route for taking the TBM forward (LU are not launching the TBM). I understand that FLO's project team have thus far made it clear that they would progress through the area outlined, having taken due regard to the make up of the piles, and that my own LU team have supported access via the Royal Mail site (which I remind you LU have no direct rights over) to help supper FLO's decision.

LU continue to support FLO in arranging with the Post Office to undertake further tests on piles under the existing sorting office.

The LU team will continue to support Flo and if need be, attempt to obtain access to the Post Office site for Option 2 if that is FLO's chosen option. At this stage is not possible to be definitive on the timescales around this.

I am happy to facilitate a meeting to review this if you wish to discuss further.

I wish to reiterate that safety must remain focus of decision making on this project at all times.

Regards, Stuart Sent from my iPhone

On 16 Mar 2017, at 06:49, Foulquie, Rafael < ferrovial.com wrote:

Dear Stuart and Sue,

I hope you are fine.

Further to the conversation around RME obstructions during our last NLE Project Board please find attached a letter sent to Martin Gosling yesterday. Given that our next Project Board is not scheduled until the end of the month perhaps we could speak today/tomorrow at a time to suit your diary or alternatively meet if possible in order to further clarify the rationale behind the letter.

Kind Regards Rafael Foulquie MEng MBA FRICS Operations Director

Ferrovial Agroman UK Ltd 10th Floor, BSI Building 389 Chiswick High Road London W4 4AL T.: 0208

www.faukie.com www.ferrovial.es

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From:	Harvey Stuart
Sent:	16 March 2017 07:40
То:	Foulquie, Rafael
Cc:	Barrett Sue; Gosling Martin; Darcy, David; Luis Rallo; Goose Peters, Karl; Crompton,
	Andy; Carne, Marcus
Subject:	Re: NLE - ACCESS TO ROYAL MAIL SITE AND TBM OBSTRUCTIONS

Rafael, thanks for sight of the letter. I will get back to you ASAP.

Best regards,

Stuart

Sent from my iPhone

On 16 Mar 2017, at 06:49, Foulquie, Rafael < for the ferrovial.com wrote:

Dear Stuart and Sue. I hope you are fine. Further to the conversation around RME obstructions during our last NLE Project Board please find attached a letter sent to Martin Gosling yesterday. Given that our next Project Board is not scheduled until the end of the month perhaps we could speak today/tomorrow at a time to suit your diary or alternatively meet if possible in order to further clarify the rationale behind the letter. Kind Regards Rafael Foulquie MEng MBA FRICS **Operations Director** ferrovial.com Ferrovial Agroman UK Ltd 10th Floor, BSI Building 389 Chiswick High Road London W4 4AL T.: 0208 M.: www.faukie.com www.ferrovial.es

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From:	Harvey Stuart
Sent:	20 March 2017 12:00
To:	Crompton, Andy
Cc:	Gosling Martin; Marting ferrovial.com ; Fifield Sadie
Subject:	Re: NLE meeting tomorrow

Totally agree and I like your "safely" add which is exactly the focus we need.

Stuart

Sent from my iPhone

On 20 Mar 2017, at 11:52, Crompton, Andy < line laingorourke.com wrote:

Stuart,

Thanks for the note. I can confirm that I will be there.

Whilst individuals in the team (as ever) do have slightly different views, the JV are very much aligned in wanting to progress the project as quickly as we can but equally do have concerns over how we deal with the issues in front of us.

It will be good to meet you and explore how we can best (but safely) push the project on.

Regards,

Andy Crompton Director

Mobile:	+44	
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-----Original Message-----From: Harvey Stuart [mailto: tfl.gov.uk] Sent: 20 March 2017 08:10 To: Crompton, Andy Cc: Gosling Martin; ferrovial.com; Fifield Sadie Subject: NLE meeting tomorrow

Andy,

Good morning, we haven't met. I understand you are the new Laing O'Rouke contact Director lead for NLE.

Rafael has escalated n issues to me and I have responded, but he would like to meet. That is find as I am always happy to listen, but I sense the JV may not be fully aligned on the issue.

It's obviously important we get a joined up view, so it would be useful if you could attend.

The meeting is at 12:00 at our HQ in Southwark. Sadie can provide further details.

Regards,

Stuart

Stuart Harvey Interim Major Programmes Director London Underground Limited West Ferry Circus - Canary Wharf mobile

Sent from my iPhone

Sent from my iPhone

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From: Sent: To: Cc: Subject: Niall Lindsay < bpsdc.co.uk> 03 July 2017 10:23 Hughes David (Director) Caroline Foord Introduction

Dear David

I have recently joined BPSDC as Head of Infrastructure & NLE from Crossrail where I was Head of Oversite Development and the PMO working with Graeme Craig, Lester Hampson and others in the senior TfL team.

Although I think you may have been at one of the JPB meetings I attended I do not think we have been properly introduced. In order to put this right, I was wondering whether I might call into your offices to make your acquaintance. I have therefore asked my PA Caroline to get in touch with your office to make an appointment to meet with you.

With best wishes

Niall

Niall Lindsay - Head of Infrastructure & NLE Battersea Power Station Development Company 188 Kirtling Street, London, SW11 8BN Tel: (+44) 20 Fax: (+44) 20 Mobile: (+44) E-mail: bpsdc.co.uk Web: batterseapowerstation.co.uk







Development Manager for Battersea Power Station

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From: Sent: To: Subject:	Foulquie, Rafael < ferrovial.com> 17 March 2017 16:49 Fifield Sadie; Harvey Stuart RE: NLE - ACCESS TO ROYAL MAIL SITE AND TBM OBSTRUCTIONS
FLO David Darcy Luis Rallo Andy Crompton Marcus Carne Karl Goose Rafa Foulquie	, we will be there. witation to the people copied in the original email as follows? t if Sue Barrett can attend as well.
<u>www.faukie.com</u> <u>www.ferrovial.es</u> Please consider the environment before	
printing.	
From: <u>@tfl.gov.uk</u> [Sent: 17 March 2017 13:36	@tfl.gov.uk] On Behalf Of Harvey Stuart
To: Gosling Martin; Cc: Christakis Julie	team-flo.com'; Foulquie, Rafael
•	ROYAL MAIL SITE AND TBM OBSTRUCTIONS 3:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.
As per e-mail attached. Please advise if further attende Many thanks	es required.
Sadie for Stuart Harvey	ces Co-ordinator, Support Manager to Peter Slaney Head of
London Underground 15 W DL: 020	/estferry Circus London E14 4HD M:
<< Message: Re: NLE - ACCE: << File: ATT12636 1.jpg >>	SS TO ROYAL MAIL SITE AND TBM OBSTRUCTIONS >>

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