

BENCHMARKING STEERING GROUP - MINUTES

14:00-15:45 Wednesday 18th May 2016

Victoria Room, 4GC1, Palestra

Attendees: Mike Woods (MW), IIPAG (Chair)
Dana Skelley (DS), Director of Asset Management, Surface Transport
Mike Weston (MWe), Director of Buses
Andrew Freeman (AF), Head of Corporate Business Finance
James Golland (JG), Head of Controls, Performance and Reporting, PMO (for David Waboso)
Rory O'Neil RO'N), Director of Trams (for Gareth Powell)
Garry Sterritt GS), Head of Asset Management, Surface Transport
Martin Taylor (MT), Principal Programmes and Strategy Analyst, Surface Transport (for Patrick Doig)
[REDACTED], Imperial College (items 1 and 2 only)
Aydin Sheibani (AS), Head of Benchmarking & Value (for Tanya Coff and David Hughes)
Dave Bird (DB), Senior Project Manager (Benchmarking), Benchmarking and Value

Apologies: Tanya Coff, Director of Finance (interim), Rail and Underground
Patrick Doig, Director of Finance, Surface Transport
Gareth Powell, Director of Strategy and Contracted Services
David Waboso, Director of Capital Programmes, London Underground
David Hughes, Director of Strategy and Service Development (interim), Rail and Underground

1 INTRODUCTORY COMMENTS

1.1 MW welcomed everyone to the meeting and introductions were made.

2 INTERNATIONAL COMPARISONS – BUSES

2.1 MWe started by introducing the challenges faced by London Buses (LB) and how benchmarking is used. He noted that LB receives approximately £400m a year in subsidy, half of which covers child free fares for which no compensation is received and half the capital cost of new buses. The Bus Hopper ticket is to be introduced in September allowing use of two buses within one hour. This was seen as positive by TfL as it will reduce passenger friction with drivers when buses are short-turned. Other Mayoral commitments are the provision of services to hospitals, where a comprehensive review is being carried out, and the commitment to unified pay rates for bus drivers, which could cost £100m/yr if at the current highest rate, but less if at a yet to be defined 'minimum rate'.

2.2 The presentation covered the impact on bus revenue and performance of congestion, partly due to works for cycle superhighways and other road improvement works. It was noted that some revenues lost would have been recovered by TfL via LU, DLR and LO. The issue is not just reliability but journey time. It is expected that this will improve as

cycle superhighway works reduce. One area noted as having the greatest opportunity for improvement was bus collisions, where LB performs relatively poorly compared to other IBBG members. A programme of work is in place to address this area. For customer experience as well as addressing 'pain points' (see the Hopper ticket above for one of these), LB is using LU's experience of the Fit for the Future Stations training to improve bus driver training in a two-year programme with 100 drivers trained every two days.

2.3 MWe said LB responded to 75% of the 31 questions posted on the IBBG Forum and posted three questions themselves covering crime, collisions and fare evasion. LB now has a way of measuring bus hours making the KPIs of more use to them.

2.4 [REDACTED] introduced the IBBG benchmarking. The Group had the same membership as the previous year with 15 members in 14 cities; one member being privately owned. [REDACTED]. South America is a continent with no members, largely because the mode of operation was markedly different to other group members [REDACTED]. There were three context measures, two of which were new. The first new measure is service / capita, a measure of the extent of bus service available, where London was the highest at twice the group average. The second new measure is commercial speed where there was a difference of 12.5km/hr across the group with the fastest being twice the slowest, LB being near the slower end. MW asked if a similar measure of the level of service provision was available for metros and AS said this could be done via RTSC.

ACTION AS: Ask RTSC to produce a service / capita measure for CoMET and Nova metros.

2.5 [REDACTED] then presented the KPIs. Key points were:

- Growth in ridership – London's buses are getting fuller.
- Capacity filled – LB increasing except for last year and 10% above the group average.
- Customer satisfaction – survey now run for nine years (plus current year). Survey is on the internet so self-selecting. LB had 2,800 responses in 2015 (1815 in 2016). LB declined over the 2014-2015 period which differs from LB's survey which has customer satisfaction at a high of 86% despite the problems noted earlier. The 2016 satisfaction level is slightly up from 2015.
- Service operation cost / vehicle hour (new) – this is considered a better comparator than cost/km as drivers are paid per hour and driver pay is around 60% of overall costs. LB performs very well on this measure.
- Fare & fare compensation (new) – LB 10% higher than average and increasing.
- Commercial recovery ratio – LB 10% higher than average, long term trend is an increase but ratio is slightly down over the last two years.
- Collisions – LB fifth worst and slightly worse than this in some years. Cities with a grid-iron street layout generally perform better. Some large improving trends in other cities so a good opportunity for LB to learn.
- Lost km – LB less than half the group average. Spikes on the chart are generally due to strikes (2012 and 2014 for LB).

- CO₂ – LB second best and getting better. Noted that London's buses were lighter than in some cities ([REDACTED]). Noted that this KPI includes CO₂ from electricity generation for electric buses.
- Overall, the picture for LB is very good.

2.6 MW thanked [REDACTED] for a very interesting and useful presentation. In discussion the following actions were agreed

ACTION MWe: Ensure there is a deep dig into other city performance regarding collisions / bus safety to ensure any learning is taken on board and report steps that will be taken to BSG.

ACTION MWe: Confirm the forum whereby the IBBG anonymised KPIs will be made public.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
[REDACTED]
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[REDACTED]

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- [REDACTED]

[REDACTED]

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- 2.2 The presentation covered the impact on bus revenue and performance of congestion, partly due to works for cycle superhighways and other road improvement works. It was noted that some revenues lost would have been recovered by TfL via LU, DLR and LO. The issue is not just reliability but journey time. It is expected that this will improve as

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ACTION MWe: Ensure there is a deep dig into other city performance to ensure any learning is taken on board and report steps that will be taken to BSG.

ACTION MWe: Confirm the forum whereby the IBBG KPIs will be made public.

Comment [REDACTED]: The KPIs reported in the IIPAG presentation can be made public in their fully anonymised form only.

3 MINUTES OF THE LAST MEETING

3.1 There being no comments, the minutes of the last meeting were recorded as AGREED

4 [REDACTED]

[REDACTED]

4.2 [REDACTED]

I [REDACTED]

I [REDACTED]

I [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

■ [REDACTED]

■ [REDACTED]

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[REDACTED]

■ **RESEARCH** *See* **RESEARCH**

DRAFT

From: [REDACTED]
To: [Bird Dave \(CoMET\)](#)
Cc: [Mike Woods](#) [REDACTED]; [Weston Mike \(ST\)](#); [Phillips Alex \(ST\)](#); [Anderson, Richard J](#)
Subject: RE: Appendix 1 - Minutes - BSG 20106.05.18 - Draft for comment
Date: 26 May 2016 12:49:36
Attachments: [Appendix 1 - Minutes - BSG 20106.05.18 - \[REDACTED\].comments.docx](#)

Dear Dave,
Please find attached my corrections and notes on the draft minutes of the IIPAG meeting.
Regards,
[REDACTED]

From: Rafe Debra [mailto:[REDACTED]]
Sent: 26 May 2016 11:03
To: Skelley Dana (ST) ; Weston Mike (ST) ; Freeman Andrew (Head of CBF) ; Golland James ; O'Neill Rory (Trams) ; Sterritt Garry ; Taylor Martin (ST) ; [REDACTED]
Cc: Mike Woods [REDACTED] ; Bird Dave (CoMET) ; Sheibani Aydin
Subject: Appendix 1 - Minutes - BSG 20106.05.18 - Draft for comment

Dear All,
Attached are the minutes from last week's BSG for review. Please let Dave Bird have any comments by 10th June.

Many thanks
Kind regards
Debra

Debra Rafe
PA to the Independent Investment Programme Advisory Group (IIPAG)
Transport for London
1st Floor | Windsor House | 42-50 Victoria Street | London SW1H 0TL
[REDACTED]
[REDACTED]

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From: [REDACTED]
To: [Phillips Alex \(ST\)](#)
Subject: RE: IIPAG
Date: 03 January 2016 13:26:26

Hi Alex,

A very happy new year to you too.

I'll put the 18th of May in the diary. That period was earmarked for a possible visit to [REDACTED] on the way on/out, but nothing has been confirmed yet, so it may not overlap. I guess we know more nearer the time, but if I don't have a long far trip that I have to that period (as there is less flexibility in setting those) I will definitely block that day for the BSG presentation.

Regards,

[REDACTED]

From: Phillips Alex (ST) [mailto:[REDACTED]]

Sent: 30 December 2015 11:35

To: [REDACTED]

Subject: IIPAG

Hi [REDACTED],

Merry Christmas and a happy new year!

The Benchmarking Steering Group is on the 18 May, 1400-1600. Are you in the country and able to present to our Independent Investment Panel Advisory Group? Conscious you may not now your exact whereabouts that far forward, but wanted to give you as much notice as possible. I'll ask Michael to work up a deck that we can discuss in early Feb (Mike Weston and myself will be discussing with Mike Woods end of Feb).

Hope all is well,

Alex

Alex Phillips

Bus Policy Manager | Bus Network Development | Transport for London

Zone 10R4 | 10th Floor | Palestra | 197 Blackfriars Road SE1 8NJ

[REDACTED]



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From: [REDACTED]
To: [Phillips Alex \(ST\)](#)
Subject: Re: IIPAG
Date: 12 May 2016 11:07:00

Hi Alex,

They are on my to do list for today actually. Had some emergency work to do last two days, hence I didn't get round to it.

I will send you the slides by the end of day.

Any news on the LBSL clearinghouse study btw?

[REDACTED]

Sent from Samsung Mobile on O2

----- Original message -----

From: "Phillips Alex (ST)"
Date: 12/05/2016 10:57 a.m. (GMT+00:00)
To: [REDACTED]
Subject: IIPAG

Hi [REDACTED],

I'm being chased for the IIPAG slides – do you reckon they will be ready this week? If not please let me know as I'll have to manage Dave Bird's expectations.

Thanks,

Alex

Alex Phillips

Bus Policy Manager | Bus Network Development | Transport for London

Zone 10R4 | 10th Floor | Palestra | 197 Blackfriars Road SE1 8NJ

[REDACTED]



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From: [REDACTED]
To: [Phillips Alex \(ST\)](#)
Subject: Re: IIPAG
Date: 13 May 2016 10:47:36

Sure, no problem. Will do later today

Sent from Samsung Mobile on O2

----- Original message -----

From: "Phillips Alex (ST)"
Date: 13/05/2016 10:09 a.m. (GMT+00:00)
To: [REDACTED]
Subject: RE: IIPAG

(and please remove slide 2)

From: [REDACTED]@imperial.ac.uk]
Sent: 12 May 2016 15:03
To: Phillips Alex (ST)
Subject: RE: IIPAG

From: Phillips Alex (ST) [REDACTED]
Sent: 12 May 2016 14:50
To: [REDACTED]@imperial.ac.uk>
Cc: Barry John (ST) [REDACTED]
Subject: RE: IIPAG

[REDACTED]
Thanks for this. I'll call you following this email.

Please also find attached our next proposed Clearinghouse Study on 'Vehicle Location'. It is a highly technical study, and this may present a challenge in understanding. It has certainly been a challenge for me working with the technical colleague to turn this into something remotely accessible. Happy to discuss once you've had a chance to review.

Alex

From: [REDACTED]@imperial.ac.uk]
Sent: 12 May 2016 14:18
To: Phillips Alex (ST)
Cc: Barry John (ST)
Subject: RE: IIPAG

Hi Alex,

Please find attached the IIPAG slides. I changed the order a bit to accommodate flow, I made the changes as discussed including a new conclusions slide (please check) and a new dashboard. Do you have time for a quick call today to discuss?

Regards,

From: Phillips Alex (ST) [REDACTED]
Sent: 12 May 2016 10:57
To: [REDACTED]@imperial.ac.uk>
Subject: IIPAG

Hi [REDACTED],

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Alex

Alex Phillips

Bus Policy Manager | Bus Network Development | Transport for London

Zone 10R4 | 10th Floor | Palestra | 197 Blackfriars Road SE1 8NJ



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From: [REDACTED]
To: [Phillips Alex \(ST\)](#)
Subject: RE: IIPAG
Date: 13 May 2016 13:42:11
Attachments: [Performance of London Buses 2015 Update F.pdf](#)

Hi Alex,
Here is the PDF of the IIPAG report with slide 2 removed.
Regards,
[REDACTED]

From: Phillips Alex (ST) [mailto:[REDACTED]]
Sent: 13 May 2016 10:08
To: [REDACTED]
Subject: RE: IIPAG
[REDACTED]

Sorry to ask you to do this, but could you please PDF the slides and resend – would be much quicker your side than me adjusting slide by slide.

Thanks

Alex

From: [REDACTED] [@imperial.ac.uk](#)
Sent: 12 May 2016 15:03
To: Phillips Alex (ST)
Subject: RE: IIPAG

From: Phillips Alex (ST) [REDACTED]
Sent: 12 May 2016 14:50
To: [REDACTED] [@imperial.ac.uk](#)>
Cc: Barry John (ST) [REDACTED]
Subject: RE: IIPAG
[REDACTED]

Thanks for this. I'll call you following this email.

Please also find attached our next proposed Clearinghouse Study on 'Vehicle Location'. It is a highly technical study, and this may present a challenge in understanding. It has certainly been a challenge for me working with the technical colleague to turn this into something remotely accessible. Happy to discuss once you've had a chance to review.

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Subject: IIPAG

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Alex

Alex Phillips

Bus Policy Manager | Bus Network Development | Transport for London

Zone 10R4 | 10th Floor | Palestra | 197 Blackfriars Road SE1 8NJ

[REDACTED]



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Guild Simon

From: Phillips Alex (ST)
Sent: 24 March 2017 14:40
To: Phillips Alex (ST)
Subject: FW: IIPAG
Attachments: Performance of London Buses 2015 Update F.ppt

From: [REDACTED] [\[REDACTED\]@imperial.ac.uk](mailto:[REDACTED]@imperial.ac.uk)
Sent: 12 May 2016 14:18
To: Phillips Alex (ST)
Cc: Barry John (ST)
Subject: RE: IIPAG

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Regards,

[REDACTED]

From: Phillips Alex (ST) [REDACTED]
Sent: 12 May 2016 10:57
To: [REDACTED]
Subject: IIPAG

Hi [REDACTED]

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Thanks,
Alex

Alex Phillips

Bus Policy Manager | Bus Network Development | Transport for London
Zone 10R4 | 10th Floor | Palestra | 197 Blackfriars Road SE1 8NJ



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Guild Simon

From: Phillips Alex (ST)
Sent: 24 March 2017 14:41
To: Phillips Alex (ST)
Subject: FW: IIPAG Introduction Presentation Slides
Attachments: IIPAG Presentation May 2016.ppt

From: Phillips Alex (ST)
Sent: 17 May 2016 15:53
To: [REDACTED]
Subject: FW: IIPAG Introduction Presentation Slides

[REDACTED]

FYI – Mike's introductory slides. I doubt he'll speak for more than 5 mins, so that gives you a little more time.

Alex

From: Smith Michael (ST)
Sent: 17 May 2016 12:57
To: Bird Dave (CoMET)
Cc: Weston Mike (ST); Phillips Alex (ST)
Subject: IIPAG Introduction Presentation Slides

Hi All,

Please find attached the latest slides for the IIPAG meeting tomorrow.

Kind Regards
Michael

Michael J Smith | Bus Policy Officer | Bus Network Development
Transport for London | R4 - 10th Floor Palestra | 197 Blackfriars Road | London SE1 8NJ

Guild Simon

From: Phillips Alex (ST)
Sent: 24 March 2017 14:41
To: Phillips Alex (ST)
Subject: FW: IIPAG slides
Attachments: Performance of London Buses 2015 Update v 1.0 BusPol 12apr16.ppt

From: Phillips Alex (ST)
Sent: 12 April 2016 10:04
To: [REDACTED]
Cc: Smith Michael (ST)
Subject: RE: IIPAG slides

Hi [REDACTED]

Please find attached our 'final' set of slides. Thanks for offering to complete the data quality check. Any questions or issues with the attached please let me know.

As discussed, we'll front the deck with a couple of slides from Mike to contextualise.

Thanks,
Alex

From: [REDACTED] [\[REDACTED\]@imperial.ac.uk](mailto:[REDACTED]@imperial.ac.uk)
Sent: 07 April 2016 19:18
To: Phillips Alex (ST)
Subject: IIPAG slides

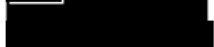
Hi Alex,

Just a note that if you have a (in your view) final set of IIPAG slides for buses, then [REDACTED] offered to do a final KPI data quality check on the slides and numbers. I think this can be useful before we meet on the 28th.

Cheers,



Imperial College London



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From: Rafe Debra [REDACTED]

Sent: 13 June 2016 10:49

To: Skelley Dana (ST); Weston Mike (ST); Freeman Andrew (Head of CBF); Golland James; O'Neill Rory (Trams); Sterritt Garry; Taylor Martin (ST); [REDACTED]

Cc: Griffiths Steve (Chief Operating Officer); Coff Tanya; Doig Patrick (ST); Powell Gareth; Waboso David; David Hughes; Mike Woods ([REDACTED])
Sheibani Aydin; Bird Dave (CoMET)

Subject: Appendix 1 - Minutes - BSG 18 05 16 Final Draft

Attachments: Appendix 1 - Minutes - BSG 20106.05.18 - Final draft.docx

Categories: My Contacts

Dear All,

Attached is the final draft of the BSG minutes, which take on board comments from attendees.

Kind regards

Debra

Debra Rafe

PA to the Independent Investment Programme Advisory Group (IIPAG)

Transport for London

1st Floor | Windsor House | 42-50 Victoria Street | London SW1H 0TL

Tel:

[REDACTED]

[REDACTED]

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From: Rafe Debra [REDACTED]

Sent: 26 May 2016 11:03

To: Skelley Dana (ST); Weston Mike (ST); Freeman Andrew (Head of CBF); Golland James; O'Neill Rory (Trams); Sterritt Garry; Taylor Martin (ST); [REDACTED]

Cc: Mike Woods [REDACTED] Bird Dave (CoMET); Sheibani Aydin

Subject: Appendix 1 - Minutes - BSG 20106.05.18 - Draft for comment

Attachments: Appendix 1 - Minutes - BSG 20106.05.18 - Draft for comment.docx

Categories: My Contacts

Dear All,

Attached are the minutes from last week's BSG for review. Please let Dave Bird have any comments by 10th June.

Many thanks

Kind regards

Debra

Debra Rafe

PA to the Independent Investment Programme Advisory Group (IIPAG)

Transport for London

1st Floor | Windsor House | 42-50 Victoria Street | London SW1H 0TL

Tel: [REDACTED]

[REDACTED]

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From: Phillips Alex (ST) [REDACTED]

Sent: 17 May 2016 17:45

To: [REDACTED]

Subject: RE: BSG 18 May - PAPERS

Categories: My Contacts

Thanks [REDACTED] will do

From: [REDACTED]@imperial.ac.uk]

Sent: 17 May 2016 16:26

To: Phillips Alex (ST)

Subject: RE: BSG 18 May - PAPERS

Hi Alex,

Just now with printing of the presentation I noticed a couple of small formatting inconsistencies (one ‘*’ which was a leftover from last year and no longer needed and in 2-3 places I added the word ‘London’ in red instead of the red circle around ‘Ln’ so that all graphs are consistent). Please find this version attached.

Nothing otherwise changed so the previous version I have send you is absolutely fine for tomorrow if easier. But if you can use the attached version that would be nicer.



From: Phillips Alex (ST) [REDACTED]

Sent: 17 May 2016 15:57

To: [REDACTED]@imperial.ac.uk> >

Subject: FW: BSG 18 May - PAPERS

Importance: High

From: Bird Dave (CoMET)

Sent: 13 May 2016 15:50

To: Woods Mike; Wolman Marc; O'Neill Eileen; Taylor Martin (ST); Freeman Andrew (Head of CBF); Sheibani Aydin; Weston Mike (ST); Skelley Dana (ST)

Cc: Rafe Debra; Waboso David; Doig Patrick (ST); Page Tom; Coff Tanya; Sterritt Garry; Powell Gareth; Phillips Alex (ST)

Subject: BSG 18 May - PAPERS

Importance: High

Good afternoon

Attached are the papers for the BSG on 18 May:

* Appendix 1 – Minutes of meeting 3 December 2015

* Appendix 2 – Performance of London Buses Compared to Other World Cities

* [REDACTED]

[REDACTED]

[REDACTED]

| [REDACTED]

Best regards

Dave

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<[https://www.mailcontrol.com/sr/s!hwpcO1wtfGX2PQPOMvUiOFufhVdryL7HCPYWqwl+XFst+4dO!!ydLwivi3Y0fTPclzDZ!ACUwbX0F9OzBqmnw==](https://www.mailcontrol.com/sr/s!hwpcO1wtfGX2PQPOMvUiOFufhVdryL7HCPYWqwl+XFst+4dO!!ydLwivi3Y0fTPclzDZ!ACUwbX0F9OzBqmnw==>)> to report this email as SPAM.

From: Phillips Alex (ST) [REDACTED]

Sent: 17 May 2016 15:57

To: [REDACTED]

Subject: FW: BSG 18 May - PAPERS

Attachments: Agenda Notes - BSG 2016-05-18.docx; Appendix 1 - Minutes - BSG 2015-12-03 - Final for approval.docx; Appendix 2 - Performance of London Buses 2015.pdf; Appendix 4 - 2015-16 Benchmarking Workplan Close-out.pptx; Appendix 5 - 2016-17 Benchmarking Workplan.pptx; Appendix 6 - Matters Arising - BSG 2016.05.18.docx

Importance: High

Categories: My Contacts

From: Bird Dave (CoMET)

Sent: 13 May 2016 15:50

To: Woods Mike; Wolman Marc; O'Neill Eileen; Taylor Martin (ST); Freeman Andrew (Head of CBF); Sheibani Aydin; Weston Mike (ST); Skelley Dana (ST)

Cc: Rafe Debra; Waboso David; Doig Patrick (ST); Page Tom; Coff Tanya; Sterritt Garry; Powell Gareth; Phillips Alex (ST)

Subject: BSG 18 May - PAPERS

Importance: High

Good afternoon

Attached are the papers for the BSG on 18 May:

* Appendix 1 – Minutes of meeting 3 December 2015

* Appendix 2 – Performance of London Buses Compared to Other World Cities

* [REDACTED]

[REDACTED]

[REDACTED]

*



Best regards

Dave

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From: Phillips Alex (ST) [REDACTED]
Sent: 17 May 2016 15:53
To: [REDACTED]
Subject: FW: IIPAG Introduction Presentation Slides
Attachments: IIPAG Presentation May 2016.ppt

Categories: My Contacts

[REDACTED]

FYI – Mike's introductory slides. I doubt he'll speak for more than 5 mins, so that gives you a little more time.

Alex

From: Smith Michael (ST)
Sent: 17 May 2016 12:57
To: Bird Dave (CoMET)

Cc: Weston Mike (ST); Phillips Alex (ST)

Subject: IIPAG Introduction Presentation Slides

Hi All,

Please find attached the latest slides for the IIPAG meeting tomorrow.

Kind Regards

Michael

Michael J Smith | Bus Policy Officer | Bus Network Development

Transport for London | R4 - 10th Floor Palestra | 197 Blackfriars Road | London SE1 8NJ

Tel: [REDACTED] * Email: [REDACTED]
<mailto:[REDACTED]>

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From: Phillips Alex (ST) [REDACTED]

Sent: 13 May 2016 10:08

To: [REDACTED]

Subject: RE: IIPAG

Categories: My Contacts

(and please remove slide 2)

From: [REDACTED]@imperial.ac.uk]

Sent: 12 May 2016 15:03

To: Phillips Alex (ST)

Subject: RE: IIPAG

From: Phillips Alex (ST) [REDACTED]

Sent: 12 May 2016 14:50

To: [REDACTED]@imperial.ac.uk> >

Cc: Barry John (ST) [REDACTED] <mailto:[REDACTED]>

Subject: RE: IIPAG

[REDACTED]

Thanks for this. I'll call you following this email.

Please also find attached our next proposed Clearinghouse Study on 'Vehicle Location'. It is a highly technical study, and this may present a challenge in understanding. It has certainly been a challenge for me working with the technical colleague to turn this into something remotely accessible. Happy to discuss once you've had a chance to review.

Alex

From: [REDACTED]@imperial.ac.uk]

Sent: 12 May 2016 14:18

To: Phillips Alex (ST)

Cc: Barry John (ST)

Subject: RE: IIPAG

Hi Alex,

Please find attached the IIPAG slides. I changed the order a bit to accommodate flow, I made the changes as discussed including a new conclusions slide (please check) and a new dashboard.

Do you have time for a quick call today to discuss?

Regards,

[REDACTED]

From: Phillips Alex (ST) [mailto:[REDACTED]]

Sent: 12 May 2016 10:57

To: [REDACTED]@imperial.ac.uk> >

Subject: IIPAG

Hi [REDACTED]

I'm being chased for the IIPAG slides – do you reckon they will be ready this week? If not please let me know as I'll have to manage Dave Bird's expectations.

Thanks,

Alex

Alex Phillips

Bus Policy Manager ?Bus Network Development ?Transport for London

Zone 10R4?10th Floor?Palestra ?197 Blackfriars Road SE1 8NJ



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From: Phillips Alex (ST) [REDACTED]

Sent: 13 May 2016 10:08

To: [REDACTED]

Subject: RE: IIPAG

Categories: My Contacts

[REDACTED]

Sorry to ask you to do this, but could you please PDF the slides and resend – would be much quicker your side than me adjusting slide by slide.

Thanks

Alex

From: [REDACTED]@imperial.ac.uk]

Sent: 12 May 2016 15:03

To: Phillips Alex (ST)

Subject: RE: IIPAG

From: Phillips Alex (ST) [REDACTED]

Sent: 12 May 2016 14:50

To: [REDACTED]@imperial.ac.uk> >

Cc: Barry John (ST) [REDACTED]

Subject: RE: IIPAG

[REDACTED]

Thanks for this. I'll call you following this email.

Please also find attached our next proposed Clearinghouse Study on 'Vehicle Location'. It is a highly technical study, and this may present a challenge in understanding. It has certainly been a challenge for me working with the technical colleague to turn this into something remotely accessible. Happy to discuss once you've had a chance to review.

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Cc: Barry John (ST)

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Regards,

[REDACTED]

From: Phillips Alex (ST) [REDACTED]

Sent: 12 May 2016 10:57

To: [REDACTED] @imperial.ac.uk> >

Subject: IIPAG

Hi [REDACTED]

I'm being chased for the IIPAG slides – do you reckon they will be ready this week? If not please let me know as I'll have to manage Dave Bird's expectations.

Thanks,

Alex

Alex Phillips

Bus Policy Manager ?Bus Network Development ?Transport for London

Zone 10R4?10th Floor?Palestra ?197 Blackfriars Road SE1 8NJ

Tel: [REDACTED]
[REDACTED]

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From: Phillips Alex (ST) [REDACTED]

Sent: 12 May 2016 10:57

To:

[REDACTED]

Subject: IIPAG

Categories: My Contacts

Hi

[REDACTED]

I'm being chased for the IIPAG slides – do you reckon they will be ready this week? If not please let me know as I'll have to manage Dave Bird's expectations.

Thanks,

Alex

Alex Phillips

Bus Policy Manager ?Bus Network Development ?Transport for London

Zone 10R4?10th Floor?Palestra ?197 Blackfriars Road SE1 8NJ

[REDACTED]

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From: Phillips Alex (ST) [REDACTED]

Sent: 09 May 2016 15:54

To: [REDACTED]
Cc: Barry John (ST)
Subject: Weds 18th May

Categories: My Contacts

[REDACTED]

Fancy a post IIPAG presentation debrief in a local coffee house or other suitable establishment?

Alex

Alex Phillips

Bus Policy Manager ?Bus Network Development ?Transport for London

Zone 10R4?10th Floor?Palestra ?197 Blackfriars Road SE1 8NJ

Tel: [REDACTED]
[REDACTED]

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From: Barry John (ST) [REDACTED]

Sent: 09 May 2016 12:34

To: [REDACTED]

Cc: [REDACTED]; Phillips Alex (ST)

Subject: RE: IIPAG Presentation

Categories: My Contacts

[REDACTED] hi how are you?

Just to say I'm very much looking forward to seeing the Per Hour stuff. I think it could open some new ways of looking at things.

Thanks

John

From: [REDACTED]@imperial.ac.uk]

Sent: 04 May 2016 15:19

To: Phillips Alex (ST)

Cc: Weston Mike (ST); Barry John (ST); [REDACTED]

Subject: RE: IIPAG Presentation

Thank you Alex, that is useful.

We will be working on the new performance dashboard (including the 'per vehicle hour' KPIs) and the refocussed conclusion slide as well as other necessary edits as discussed yesterday. I hope to get you a new version early next week.

Regards,

[REDACTED]

From: Phillips Alex (ST) [mailto:[REDACTED]]

Sent: 04 May 2016 12:18

To: [REDACTED]@imperial.ac.uk> >

Cc: Weston Mike (ST) [REDACTED]

Barry John (ST) <[REDACTED]>

Subject: IIPAG Presentation

Hi [REDACTED],

Thanks for your time yesterday and your ongoing efforts to produce the final presentation for IIPAG on 18 May. The time slot for this presentation has been extended from 20 to 30 minutes, to provide time for Mike's contextual introduction (performance trends of the last 18 months, mayoral election, recent work to improve safety on the network and how we use and disseminate IBBG data). This will be a short, separate slide deck, presented in advance of your presentation.

I will facilitate print outs in advance of the session, once you have sent me the final slides.

Thanks again,

Alex

Alex Phillips

Bus Policy Manager ?Bus Network Development ?Transport for London

Zone 10R4?10th Floor?Palestra ?197 Blackfriars Road SE1 8NJ

Tel: [REDACTED]

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From: Phillips Alex (ST) [REDACTED]

Sent: 04 May 2016 12:18

To: [REDACTED]

Cc: Weston Mike (ST); Barry John (ST)

Subject: IIPAG Presentation

Categories: My Contacts

Hi [REDACTED]

Thanks for your time yesterday and your ongoing efforts to produce the final presentation for IIPAG on 18 May. The time slot for this presentation has been extended from 20 to 30 minutes, to provide time for Mike's contextual introduction (performance trends of the last 18 months, mayoral election, recent work to improve safety on the network and how we use and disseminate IBBG data). This will be a short, separate slide deck, presented in advance of your presentation.

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Alex

Alex Phillips

Bus Policy Manager ?Bus Network Development ?Transport for London

Zone 10R4?10th Floor?Palestra ?197 Blackfriars Road SE1 8NJ

Tel: [REDACTED]

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From: Phillips Alex (ST) [REDACTED]

Sent: 12 April 2016 10:04

To: [REDACTED]

Cc: Smith Michael (ST)

Subject: RE: IIPAG slides

Attachments: Performance of London Buses 2015 Update v 1.0 BusPol 12apr16.ppt

Categories: My Contacts

Hi [REDACTED]

Please find attached our 'final' set of slides. Thanks for offering to complete the data quality check. Any questions or issues with the attached please let me know.

As discussed, we'll front the deck with a couple of slides from Mike to contextualise.

Thanks,

Alex

From: [REDACTED]@imperial.ac.uk]

Sent: 07 April 2016 19:18

To: Phillips Alex (ST)

Subject: IIPAG slides

Hi Alex,

Just a note that if you have a (in your view) final set of IIPAG slides for buses, then [REDACTED] offered to do a final KPI data quality check on the slides and numbers. I think this can be useful before we meet on the 28th.

Cheers,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Imperial College London

[REDACTED]

[REDACTED]

Click here

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From: Phillips Alex (ST) [REDACTED]

Sent: 11 April 2016 10:47

To: [REDACTED]

Subject: RE: IIPAG slides

Categories: My Contacts

[REDACTED]

Thanks – have set aside some time tomorrow to update following IIPAG initial conversation, so will send these through later this week.

Also – I may need to rearrange our 28th meeting (+/- one day), but will send an update to calendar invite if so.

Thanks,

Alex

From: [REDACTED]@imperial.ac.uk]

Sent: 07 April 2016 19:18

To: Phillips Alex (ST)

Subject: IIPAG slides

Hi Alex,

Just a note that if you have a (in your view) final set of IIPAG slides for buses, then [REDACTED] offered to do a final KPI data quality check on the slides and numbers. I think this can be useful before we meet on the 28th.

Cheers,

[REDACTED]

[REDACTED]

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From: Phillips Alex (ST) [REDACTED]

Sent: 21 March 2016 18:03

To: [REDACTED]

Subject: Bus Hours Query

Categories: My Contacts

Hi [REDACTED]

I am looking through the KPI deck and can't understand something:

Total bus cost per total vehicle km (left) and hours (right). London's relative performance improves, from 4th in class to best in class when looking at vehicle hours. Given London's relative slow speeds (cities L, M and N in left graph [REDACTED] all with higher average speeds), I would have thought that our relative position would be worse when using hours. This is what happens when looking simply at passenger boardings, where London's relative position declines from 2nd to 5th using vehicle hours.

Given we are just starting to get used to the availability of hours, I'm going to keep the IIPAG slides relatively light on hours based content, probably just use the boardings data to show its available. However, I can't think of a reason for the trend in the first two graphs, and its annoying me! Welcome any comments.

Thanks,

Alex

Alex Phillips

Bus Policy Manager ?Bus Network Development ?Transport for London

Zone 10R4?10th Floor?Palestra ?197 Blackfriars Road SE1 8NJ

Tel: [REDACTED]

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From: Phillips Alex (ST) [REDACTED]

Sent: 11 March 2016 13:46

To: [REDACTED]; Smith Michael (ST)

Cc: [REDACTED]

Subject: RE: IBBG Data Correction: Internal Lost Vehicle Km 2014

Categories: My Contacts

Hi [REDACTED]

Thanks for this – I'd actually questioned the validity of the graph given the strikes we saw last year, so I'm glad it has been corrected.

We have been a little snowed under here so haven't made much progress with the IIPAG slides, but will be in touch in due course. Also, regarding the issue with staff hours, we will as requested complete a detailed comparison between our two methodologies, but in the mean time I'd be happier using the data we extracted from iBus last year instead of the historical 'modelled' data, which is heavily underpinned by potentially outdated assumptions.

Regards,

Alex

From: [REDACTED]@imperial.ac.uk]

Sent: 03 March 2016 18:08

To: Phillips Alex (ST); Smith Michael (ST)

Cc: [REDACTED]

Subject: IBBG Data Correction: Internal Lost Vehicle Km 2014

Dear Alex and Michael,

I am writing to let you know that we have corrected an error in the calculation of total Internal Lost Vehicle Km (#10a) for London for 2014. Fortunately, the impact on the associated KPI

is fairly small but the 2014 value is now noticeably higher and we apologize for the mistake. We have revised all IBBG 2014/15 documents (report, database, graphing and dashboard tools) and have uploaded them to the IBBG website.

Note that in follow-up to my email exchange with Michael in February about the upcoming IIPAG presentation, this graph (if still included) will need to be updated. This can be done by using the revised graphing tool, but I would also be happy to create an anonymised version if helpful.

Please let us know if you have any questions. Thank you.

Best. —

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]@imperial.ac.uk>

[REDACTED]

[REDACTED] <<http://www.imperial.ac.uk/rtsc>>

at Imperial College London (London [REDACTED])

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