

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

Sent: 02 February 2024 14:00

To: [REDACTED]@london.gov.uk>; Liam Nichols [REDACTED]@tfl.gov.uk>; [REDACTED]
[REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk>; [REDACTED]
[REDACTED]@london.gov.uk>
[REDACTED]@tfl.gov.uk>; [REDACTED]@tfl.gov.uk>; [REDACTED]
[REDACTED]@tfl.gov.uk>; James Peters [REDACTED]@tfl.gov.uk>; Oliver Birtill [REDACTED]@tfl.gov.uk>

Subject: RE: Minor service change on the DLR to improve resilience

Thanks [REDACTED], much appreciated.

From: [REDACTED]@london.gov.uk>

Sent: 02 February 2024 13:59

To: Sylvia Mannah [REDACTED]@tfl.gov.uk>; Liam Nichols [REDACTED]@tfl.gov.uk>; [REDACTED]@london.gov.uk>;
[REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk>
Cc: David Edwards [REDACTED]@tfl.gov.uk>; [REDACTED]@tfl.gov.uk>; [REDACTED]
[REDACTED]@tfl.gov.uk>; James Peters [REDACTED]@tfl.gov.uk>; Oliver Birtill [REDACTED]@tfl.gov.uk>

Subject: RE: Minor service change on the DLR to improve resilience

Thanks, Sylvia, useful to understand the timelines concerned. I've shared with colleagues, asking for comments or questions by lunchtime on Monday. Please hold until then, unless I confirm sooner that colleagues have OK'ed.

Thanks

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

Sent: Friday, February 2, 2024 1:46 PM

To: [REDACTED]@london.gov.uk>; Nichols Liam [REDACTED]@tfl.gov.uk>; [REDACTED]
[REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk>; [REDACTED]
[REDACTED]@london.gov.uk>
Cc: David B. Edwards [REDACTED]@tfl.gov.uk>; [REDACTED]@tfl.gov.uk>; [REDACTED]
[REDACTED]@tfl.gov.uk>; [REDACTED]@tfl.gov.uk>; Oliver Birtill [REDACTED]@tfl.gov.uk>

Subject: RE: Minor service change on the DLR to improve resilience

Hi [REDACTED]

Sincere apologies from us for asking for the quick turnaround. We've been working with the new trains team and because of some challenges they're having, we have been working through how we can build resilience with the existing trains throughout January and got final approval to proceed yesterday? The change doesn't require a timetable change which is why we want to bring it in on Tuesday.

Thanks,

Sylvia

From: [REDACTED] <[REDACTED]@london.gov.uk>

Sent: 02 February 2024 13:25

To: Liam Nichols <[REDACTED]@tfl.gov.uk>; Sylvia Mannah <[REDACTED]@tfl.gov.uk>; Elliot Treharne <[REDACTED]@london.gov.uk>;

[REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

Cc: David Edwards <[REDACTED]@tfl.gov.uk>; [REDACTED] <[REDACTED]@tfl.gov.uk>;

[REDACTED] <[REDACTED]@tfl.gov.uk>; James Peters <[REDACTED]@tfl.gov.uk>; Oliver Birtill <[REDACTED]@tfl.gov.uk>

Subject: RE: Minor service change on the DLR to improve resilience

Hi Liam, Sylvia,

Thanks for sending on the messaging and comms approach. I will share this our side but I don't think I can realistically ask people to sign this off within the next few hours. Given the changes are due to go live on Tuesday I will ask for comments by Monday.

Presumably this has been planned for a while, so a reminder please to alert us as soon as possible to this sort of change; asking for sign off with a few hours' notice really does cause concern with people this side and make sign off more complex. Is there any particular reason we're only getting notified today? If so, it would be helpful for me to explain that to colleagues.

Thanks

[REDACTED]

From: Liam Nichols <[REDACTED]@tfl.gov.uk>

Sent: Friday, February 2, 2024 12:50 PM

To: Sylvia Mannah [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; [redacted] <[\[redacted\]@london.gov.uk](mailto:[redacted]@london.gov.uk)>; [redacted] <[\[redacted\]@london.gov.uk](mailto:[redacted]@london.gov.uk)>; [redacted] <[\[redacted\]@london.gov.uk](mailto:[redacted]@london.gov.uk)>; [redacted] <[\[redacted\]@london.gov.uk](mailto:[redacted]@london.gov.uk)>
Cc: David B. Edwards [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Oliver Birtill [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>
Subject: RE: Minor service change on the DLR to improve resilience

Hi all

To follow up on Sylvia's email below, I have included the reactive press line below which has been used as a basis for the comms messaging. There will also be targeted stakeholder updates sent out and I've included the list beneath the press line. As Sylvia alluded to, we are keen to send out customer emails to regular users of the affected route and the stakeholder updates as soon as possible - this afternoon if we can.

Kind regards

Liam

Tom Page, TfL's General Manager for DLR, said: "Ahead of the introduction of the new state-of-the-art DLR trains, we are looking at ways to ensure we can continue to offer customers the most reliable service with the existing fleet, some of which has been operating since the early 1990s. To allow us to safely extend the availability of the existing fleet, we need to make some changes to the length of trains on some routes. Train frequencies and timetables are unchanged.

"It is never an easy decision on where to make these changes but based on current demand and capacity across the DLR network, we will move to a two-carriage service between Woolwich Arsenal and Stratford International during the weekdays. We are sorry about the impact of these changes to customers and would like to reassure Londoners that services will be carefully monitored to ensure they continue to receive the best possible service. A three-car service will be gradually reintroduced when we start the phased introduction of new state-of-the-art walk-through, air-conditioned trains later this year."

Notes

Over the next two years TfL is introducing 54 new trains, 33 replacing the oldest trains in the fleet and the remainder used to boost capacity and meet growing demand across the DLR network. These feature spacious walk-through carriages, live travel information, air conditioning, improved accessibility features and mobile device charging points.

The Improving the DLR page has more information <https://tfl.gov.uk/modes/dlr/improving-the-dlr>

Stakeholder list:

Newham:

Cllr James Asser (Cab Member)

Richard Wadley – Transport Lead

Greenwich

Cllr Averil Lekau (Cab Member)

Ryan Nibbs – Transport Lead

Lyn Brown MP

Stephen Timms MP

Matthew Pennycook MP

Unmesh Desai AM

Len Duvall AM

London City Airport

Canary Wharf Group

London Travelwatch

Kind regards

Liam

Liam Nichols

Communications Officer | Delivery Communications | Communications and Corporate Affairs

Mobile: [REDACTED]



Floor 11 Green Zone, Palestra, 197 Blackfriars Road, London, SE 1 8NJ | E mail: [REDACTED]@tfl.gov.uk

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

Sent: 02 February 2024 12:39

To: [REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk>

Cc: Liam Nichols [REDACTED]@tfl.gov.uk>; David Edwards [REDACTED]@tfl.gov.uk>; [REDACTED]@tfl.gov.uk>; [REDACTED]@tfl.gov.uk>; James Peters [REDACTED]@tfl.gov.uk>; Oliver Birtill [REDACTED]@tfl.gov.uk>

Subject: FW: Minor service change on the DLR to improve resilience

Hi all,

Hope you're well. Just wanted to flag that ahead of the new DLR trains being introduced, we need to protect the outgoing trains by extending the changes we brought in last December where we changed the trains on the Woolwich to Stratford International route from three cars to two cars on Mondays and Fridays. We want to extend it across the rest of the week. This avoids frequency reductions and is deliverable. From our assessment, it's the least bad option for customers and provides the lowest revenue impact. The changes are planned to start on Tuesday 6 February.

Given we do see crowding on this route midweek, we propose to also do proactive comms at affected stations to explain why we're doing this and to note the benefits of the new trains (to show that this disbenefit will be short-lived, without specifically committing to times for the new trains).

We have a reactive press line and a stakeholder and customer comms plan that the respective teams will share shortly. Apologies for the short notice but we'd really like to get the comms out asap so anything you can do to process this one quickly would be much appreciated.

Thanks,

Sylvia

From: Kate Keane [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>

Sent: 19 October 2023 14:54

To: [redacted] <[\[redacted\]@london.gov.uk](mailto:[redacted]@london.gov.uk)>; [redacted] <[\[redacted\]@london.gov.uk](mailto:[redacted]@london.gov.uk)>; [redacted] <[\[redacted\]@london.gov.uk](mailto:[redacted]@london.gov.uk)>; [redacted] <[\[redacted\]@london.gov.uk](mailto:[redacted]@london.gov.uk)>; [redacted] <[\[redacted\]@london.gov.uk](mailto:[redacted]@london.gov.uk)>

Cc: [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>

Subject: Minor service change on the DLR to improve resilience

Hi all,

Hope everyone is well.

I wanted to flag the attached note for your/Seb's awareness on a minor service change proposed for the DLR to reduce usage of our older fleet and in turn build resilience in case of any delay to the first new train coming into service.

Just to reassure you, we don't currently see any delay in the first train coming into service but nonetheless the team have planned ahead and produced the attached plan just in case.

The change impacts train lengths on one leg of the railway, only on Mondays and Fridays. There has been a series of modelling undertaken on this and the change results in similar passenger conditions/crowding as it is anyway on Tuesday through Thursday so passengers shouldn't really notice any impact.

We just wanted to make sure you are aware. We plan to build this into the system from 27 October so the DLR team be fully prepared in case this additional resilience is needed.

Any queries, let me know.

Thanks

Kate

Chief of Staff, Chief Operating Office
[REDACTED]

From: Tom Page [REDACTED].tfl.gov.uk>
Sent: 31 January 2024 10:27
To: Trish Ashton [REDACTED]@tfl.gov.uk>
Subject: Re: Increasing resilience ahead of DLR trains end of life

There's some energy savings which are shown as greater than revenue. I'm a bit dubious in honesty on those. Will check

Tom Page
General Manager DLR
[REDACTED]

From: Tom Page [REDACTED]@tube.tfl.gov.uk>
Sent: Wednesday, January 31, 2024 10:25:58 AM

To: Trish Ashton <TriciaAshton@tfl.gov.uk>

Subject: Re: Increasing resilience ahead of DLR trains end of life

£22.6k per period, noting we'll try through comms etc to do better than that

Tom Page

General Manager DLR

From: Trish Ashton [REDACTED]@tfl.gov.uk>

Sent: Wednesday, January 31, 2024 10:25:18 AM

To: Tom Page [REDACTED].tfl.gov.uk>

Subject: Re: Increasing resilience ahead of DLR trains end of life

Don't worry I'll find it.

Still not entirely clear when we can push the button!

Sent from [Outlook for iOS](#)

From: Tom Page [REDACTED].tfl.gov.uk>

Sent: Wednesday, January 31, 2024 10:24:27 AM

To: Trish Ashton [REDACTED]@tfl.gov.uk>

Subject: Re: Increasing resilience ahead of DLR trains end of life

Yes, the number is in the slides. I'll dig it out

Tom Page

General Manager DLR

From: Trish Ashton [REDACTED]@tfl.gov.uk>
Sent: Wednesday, January 31, 2024 10:20:55 AM
To: Tom Page [REDACTED].tfl.gov.uk>
Subject: FW: Increasing resilience ahead of DLR trains end of life

Tom

Do we have an estimate of revenue impact at all? I assume we're hoping for minimal rev impact because its crowding that will increase

Thanks

Trish

From: Rachel McLean [REDACTED]@tfl.gov.uk>
Sent: 31 January 2024 09:18
To: Trish Ashton [REDACTED]@tfl.gov.uk>
Cc: Glynn Barton [REDACTED]@tfl.gov.uk>; Sarah Gasson [REDACTED]@tfl.gov.uk>
Subject: RE: Increasing resilience ahead of DLR trains end of life

Thanks Trish, can this please be circulated round exco including Patrick who is covering for me whilst I am covering Andy.

Be helpful to add actual £s revenue impact and any impact on costs and whether these are included in the draft budget.

Rachel

From: Trish Ashton [REDACTED]@tfl.gov.uk>
Sent: 30 January 2024 12:56
To: Rachel McLean [REDACTED]@tfl.gov.uk>
Cc: Glynn Barton [REDACTED]@tfl.gov.uk>
Subject: FW: Increasing resilience ahead of DLR trains end of life

Rachel

Glynn mentioned this at Exco this am. Forwarding you the note on the plans for completeness.

Do let me know if any questions or queries, we're keen to go ahead as soon as possible to maximise the km savings

Thanks

Trish

From: Trish Ashton

Sent: 26 January 2024 09:48

To: Glynn Barton [REDACTED] <[\[REDACTED\]@TfL.gov.uk](mailto:[REDACTED]@TfL.gov.uk)>

Subject: Increasing resilience ahead of DLR trains end of life

Glynn

Attached is a note from Tom. We need to protect our B92 (outgoing) fleet on the DLR with a potential delay to new train introduction – the sooner we do this the more kms we save our existing fleets from running. We've worked with PTSP on this, and the best way to approach this is to extend the change we brought in in December, where we changed trains on Woolwich-S Stratford Int from three cars to two cars on Mondays and Fridays.

We are proposing to extend this across the rest of the week. It avoids frequency reduction and is deliverable.

This is the least bad option assessed by PTSP; disbenefits and thus lost revenue are lowest

It's simple to implement and doesn't require new timetables

We can revert it quickly if needed

We have already engaged with our Comms team to prepare reactive lines. Given we do see crowding on the trains midweek on this route we propose to also do proactive comms at affected stations to explain why we're doing this and to note the benefits of the new trains (to show that this disbenefit will be short-lived, without specifically committing to times for the new trains)

Are you OK with us going ahead with this?

Thanks

Trish

From: Malc McDonald [REDACTED]@tfl.gov.uk>
Sent on: Monday, January 29, 2024 11:16:41 AM
To: David Arquati [REDACTED]@tfl.gov.uk>; Tasmin Bahia [REDACTED]@tfl.gov.uk>
CC: Helen Gregory [REDACTED]@tfl.gov.uk>; Binu Sureshababu [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>
Subject: RE: B92 mileage control - ideas

Hi Dave,

I agree that none of this is palatable.

The aim is to float ideas which will help inform decisions about the "least worst" options, as an alternative to risking having to make deeper and even less palatable cuts further on, with more significant impacts upon our customers, if/when we "run out of B92s".

malc

Malc McDonald

Performance Analyst | Docklands Light Railway Limited

Phone: [REDACTED]

Castor Lane, Poplar, London, E14 0BL | Email: [REDACTED].tfl.gov.uk

working partially from home



Usual working hours:

Mondays to Fridays, 10:00 to 18:00

Upcoming leave/absences:

(none booked at present)

[REDACTED]

[Why I use pronouns on my email signature and you should too](#)

From: David Arquati [REDACTED]@tfl.gov.uk>

Sent: 25 January 2024 17:53

To: Malc McDonald [REDACTED]@tfl.gov.uk>; Tasmin Bahia [REDACTED]@tfl.gov.uk>

Cc: Helen Gregory [REDACTED]@tfl.gov.uk>; Binu Sureshbabu [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>

Subject: Re: B92 mileage control - ideas

Malc

One main thought - I disagree strongly that flattening the peaks would maintain capacity / is marginal when it comes to frequencies. It would probably have a large effect on the journey time metric score. We're able to calculate this if it comes to it, but whenever I've looked at this previously, the case is usually terrible.

On Bank-Lewisham train lengths - my general feeling is that we should hold on to these as long as we can, because there is usually enough demand to tip over into medium to heavy crowding at 2-car capacities.

For school holidays, it's worth looking at although demand reductions at these times are rarely more than 10-15% and most capacity changes we'd propose would be larger than that, so again it would cause additional crowding. Bank-Lewisham demand ticks up in the summer holidays in some cases, due to tourist traffic to Greenwich.

We've been working on the basis that there isn't enough timetabling resource in KAD to support any brand new timetables, as it's all being spent on changes related to B23 testing and deployment.

Dave

From: Malc McDonald [REDACTED]@tfl.gov.uk>

Sent: 25 January 2024 15:39

To: Tasmin Bahia [REDACTED]@tfl.gov.uk>

Cc: Helen Gregory [REDACTED]@tfl.gov.uk>; Binu Sureshbabu [REDACTED]@tfl.gov.uk>; David Arquati [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>

Subject: B92 mileage control - ideas

Hi Tasmin,

Great to catch up with you yesterday!

As we discussed, here are a couple of ideas I have relating to how to reduce the train service to contain the mileage of the B92 fleet. I am copying Dave and Richard in from PTSP, as well as Helen and Binu.

1. **Run 2-car Bank <> Lewisham at weekends**

Running 2-car formations on the Bank <> Lewisham route at weekends (thus all weekend services are 2-car across the whole of the DLR).

Advantages: maintains capacity, reductions to frequencies are relatively marginal, unlikely to have a major impact on customers, only requires one new timetable

Disadvantages: KAD would need to compile one new timetable for Mondays and Fridays; small effect on Journey Time Metric

3. Introduce a “school holiday” timetable

During the school summer holidays, when commuting demand is lower, reduce the peak service levels throughout the working week. This could be the same service pattern as above, or it could be somewhere between the above and the Saturday service. We could also look at running 2-car on everything (the depot staff would only need to uncouple and reform the trains once at the start, in late July, and once at the end, at the beginning of September. I think we would need to bump up to “daytime” frequencies at 06:30 (or 07:00) rather than 08:30, to provide acceptable frequencies for the customers who are still commuting.

For example:

Optimisation 2 – first half 2023														
	Timeband	Peak?	Hours		Timeband	Peak?	Hours		Timeband	Peak?	Hours		Timeband	Peak?
	05:30	N			06:30	N			19:30	N			22:00	N
	06:30		3.0		19:30		11.0		22:00		2.5		00:30	
	Headway	Consist	tph	Vehicles	Headway	Consist	tph	Vehicles	Headway	Consist	tph	Vehicles	Headway	Cor
Bank <> Lewisham	10	2	6	18	5	2	12	36	5	2	12	36	10	
Bank <> Crossharbour														
Bank <> Canary Wharf														
Stratford <> Canary Wharf	10	2	6	6	5	2	12	12	5	2	12	12	10	
Stratford <> Crossharbour														
Stratford <> Lewisham														
Tower Gateway <> Beckton	10	2	6	12	10	2	6	12	10	2	6	12	10	
Canning Town (Low Level) <> Beckton					10	2	6	6	10	2	6	6		
Canning Town <> Prince Regent														
Bank <> Woolwich Arsenal	10	2	6	12	10	2	6	12	10	2	6	12	10	
Canning Town <> Woolwich Arsenal														
Stratford International <> Woolwich Arsenal	10	2	6	10	10	2	6	10	10	2	6	10	10	
Stratford International <> Beckton														
				58				88					88	

The main differences compared to the previous table are:

- Stratford <> Lewisham peak service doesn’t run south of Canary Wharf (so peak frequencies between Canary Wharf would be 5 minutes rather than 2-4)
- Late evening frequencies take effect an hour and a half earlier

Could we also get away with this around Easter time?

I will estimate the vehicle savings are:

Peak hours

- 9 x vehicles (3 x 3-car trains) on the Bank <> Lewisham service
- 12 x vehicles (2-car in place of 3) on the Bank <> Lewisham service
- 4 x vehicles (2 x 2-car trains) on the Tower Gateway <> Beckton service

- 4 x vehicles (2 x 2-car trains) on the Bank <> Woolwich Arsenal service
- 10 x vehicles (5 x 2-car trains) on the S Stratford <> Lewisham service curtailed to run S Stratford <> Canary Wharf
- 2 x vehicles (1 x 2-car train) on the S Stratford <> Canary Wharf service
- 2 x vehicles (1 x 2 car train) on the S Stratford International <> Woolwich Arsenal route (assuming we are already reducing that route to 2-car on Mondays to Fridays)
- 2 x vehicles (1 x 2-car train) on the Canning Town <> Beckton service

That is potentially 45 x vehicles, around 7 x hours a day, 5 x days a week for 6 weeks, **plus:**

Off-peak hours

- 12 x vehicles (2-car in place of 3) on the Bank <> Lewisham service

Giving potentially a further 12 x vehicles, around 12 x hours a day, 5 x days a week for 6 weeks, **plus:**

Late evening (earlier transition at 22:00 instead of 23:30)

- 18 x vehicles (6 x 3-car trains earlier finish) on the Bank <> Lewisham service
- 6 x vehicles (2-car in place of 3) on the Bank <> Lewisham service
- 6 x vehicles (3 x 2-car trains earlier finish) on the Canning Town <> Beckton service
- 6 x vehicles (3 x 2-car trains earlier finish) on the S Stratford <> Canary Wharf service

That is potentially 36 x vehicles, around 1½ hours per day (not much, but it all helps), 5 x days a week for 6 weeks, **plus:**

Weekends

- 6 x vehicles (2-car in place of 3) on the Bank <> Lewisham service in all-day service (includes early morning and late evening)
- 6 x vehicles (2-car in place of 3) on the Bank <> Lewisham service in daytime service (do not operate early morning or late evening)

Across the two days of the weekend, that is 6 x vehicles, around 35½ hours per weekend, plus 6 x vehicles, around 22½ hours per weekend for 6 weeks.

Advantages: generally maintains similar frequencies (mostly only marginal reductions), only requires one new timetable, also enables more on-train staff to book leave during the summer holidays (as fewer PSAs required to maintain the service)

Disadvantages: some more noticeable reductions in frequency (south of Canary Wharf in peaks; on various parts of the network after 22:00); KAD would need to compile one new timetable for Mondays to Fridays; possibly greater effect on Journey Time Metric (although lower demand and lower crowding may mitigate)

No doubt Dave and Richard will have some thoughts on all of the above from a demand/crowding perspective.

I haven't quantified the vehicle kilometres that would be saved (I guess that would be the next stage). In the meantime do these ideas give some food for thought?

Please do give me a shout if you would like to clarify anything or discuss further.

malc

Malc McDonald

Performance Analyst | **Docklands Light Railway Limited**

Phone: [REDACTED]

Castor Lane, Poplar, London, E14 0BL | Email: [REDACTED] tfl.gov.uk

working partially from home



Usual working hours:

Mondays to Fridays, 10:00 to 18:00

Upcoming leave/absences:

Friday 26th January 2024

[REDACTED]

[Why I use pronouns on my email signature and you should too](#)

From: David Arquati [REDACTED]@tfl.gov.uk>

Sent on: Monday, January 22, 2024 7:24:42 PM

To: Geoff Hobbs [REDACTED]@tfl.gov.uk>; Alex Phillips [REDACTED]@tfl.gov.uk>

CC: Kai Chappell [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

Geoff, Alex

Kai, Richard and I have completed a draft business case document and EqIA for the additional B92 mileage control measures on DLR.

The unsurprising conclusion is that short forming all remaining Stratford-Woolwich services until the B23s come into service, is the least worst service reduction available.

We'll aim to tidy a bit further and then share with Tom and DLR colleagues tomorrow, but if you have a chance to take a look and have any comments in the meantime, let us know.

 [240117 Mileage Control Mitigations BC.pptx](#)

 [F1457 240117 EqIA Mileage Control Mitigations.docx](#)

Hope this helps

Dave

From: Geoff Hobbs [REDACTED]@tfl.gov.uk>

Sent: 17 January 2024 11:02

To: David Arquati [REDACTED]@tfl.gov.uk>

Cc: Alex Phillips [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

OK. Thanks for the update. DLR is in good company here given Picc fleet is in a similar bind with certain trains getting to the end of their maintenance ticket, as it were. One to include in the JTM forecast.

Geoff

Sent from [Outlook for iOS](#)

From: David Arquati [REDACTED]@tfl.gov.uk>

Sent: Wednesday, January 17, 2024 10:58:55 AM

To: Geoff Hobbs [REDACTED]@tfl.gov.uk>

Cc: Alex Phillips [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED]@tfl.gov.uk>

Subject: Fw: Potential Service Changes

Geoff

FYI, to keep you in the loop whilst Alex is ill - DLR want to implement further mileage control measures to keep the B92s going for longer whilst we await the revised entry into service dates for the new B23s. The likely candidate is to shorten the remaining 3-car Stratford-

Woolwich services (currently only full length Tu-Th since 15 December) to 2-car. This will increase crowding on the Woolwich branch until the B23s start to come into service.

Given this impact, we've offered to do a slightly more rigorous assessment than we did before so we can show that we've evaluated the financial and equalities impacts in case of challenge (e.g. at MQs). We only have a week to do this for a decision to be made, so Richard, Kai and I are working on it together. We'll let you know as soon as we have a draft to check that you're happy with our approach.

Thanks
Dave

From: Tom Page [REDACTED].tfl.gov.uk>

Sent: 17 January 2024 10:48

To: David Arquati [REDACTED]@tfl.gov.uk>; Helen Gregory [REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>; Tasmin Bahia [REDACTED]@tfl.gov.uk>; Jennifer Tolson [REDACTED]@tfl.gov.uk>

Cc: Alex Phillips [REDACTED]@tfl.gov.uk>

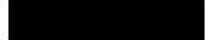
Subject: Re: Potential Service Changes

I have asked for Matt Harris to send through his spreadsheet to answer exactly this question. As soon as I have it I'll reply to this, copy everyone in and thus close the loop so you can ask anything need of Matt and Oli in his team

Thanks so much for your work on this - hugely valued by me

Tom

Tom Page
General Manager, Docklands Light Railway



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: David Arquati [REDACTED]@tfl.gov.uk>

Sent: 17 January 2024 10:34

To: Tom Page [REDACTED].tfl.gov.uk>; Helen Gregory [REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>; Tasmin Bahia [REDACTED]@tfl.gov.uk>; Jennifer Tolson [REDACTED]@tfl.gov.uk>

Cc: Alex Phillips [REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

Thanks Tom. I suggest that we'll aim to have something ready on Tuesday (23rd) then.

In terms of objective - I assume we're looking to save a particular amount of mileage again - what's the target? It would help for us to work this through to a notional B23 introduction date even if that changes later on, so we can look at the revenue impact over a specific time frame. If we're totally uncertain then we could assume 1st July with a sensitivity test of 1st October if we have time.

Thanks
Dave

Sent from [Outlook for iOS](#)

From: Tom Page [REDACTED].tfl.gov.uk>

Sent: Tuesday, January 16, 2024 8:19:35 PM

To: David Arquati [REDACTED]@tfl.gov.uk>; Helen Gregory [REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>; Tasmin Bahia [REDACTED]@tfl.gov.uk>; Jennifer Tolson [REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

I agree it needs assessment and this seems a reasonable summary. We need to make a decision to start before the beginning of February or we won't be able to buy six months of contingency (I use contingency here, but in reality we're already set at 2-3 months through that six month period). To actually implement this means a decision in the next 10 ish days.

On doing more maintenance we are looking at whether we do more exams which prolongs some trains longer, but it'll only be a small number and it takes up depot space which we need to test and assemble B23s as we don't have the new depot building so this can actually make the problem worse, not better.

Tom

Tom Page
General Manager DLR

From: David Arquati [REDACTED]@tfl.gov.uk>
Sent: Tuesday, January 16, 2024 5:53:50 PM
To: Tom Page [REDACTED].tfl.gov.uk>; Helen Gregory [REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>; Tasmin Bahia [REDACTED]@tfl.gov.uk>; Jennifer Tolson [REDACTED]@tfl.gov.uk>
Subject: Re: Potential Service Changes
Tom

We've had a chat about this in PTSP and we think we will need to produce a bit more supporting evidence than the previous change as this is a materially bigger impact and there isn't yet an end date in sight for it.

This probably comprises:

- A (very mini) business case where we also articulate what we are trying to achieve, the alternative options are and why this is the least bad (assuming that it is)
- A (truncated) Equalities Impact Assessment based on the one we did for Optimisation II, to show that we've understood the negative consequences, that these are less worse than the alternatives and that we're doing what we can to mitigate the impact

In terms of the list of options I have this in mind:

- Do nothing, scrap [N] B92s on 1st April and reduce service to [service X]

- Spend [R] money to make the B92s last longer (or articulate why we aren't doing this)
- Reduce STI-WOA Tu-Th lengths now, which delays the next round of cuts until [date X], and has revenue impact [R]
- Reduce CAT-BEC shuttles at [X times of day] which delays the next round of cuts until [date X], and has revenue impact [R]
- Blanket peak frequency reduction (a little, everywhere) -> impractical due to timetabling resource constraints

We think without this, we're vulnerable to external claims that we haven't properly assessed the impacts of this course of action as opposed to another (particularly on the EqIA front).

We think we can turn this around relatively quickly but obviously it's more than just generating another crowding chart, so what timescales do you think we need to work to?

Thanks}

Dave

From: Tom Page [REDACTED].tfl.gov.uk>

Sent: 16 January 2024 14:04

To: Helen Gregory [REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED]@tfl.gov.uk>; David Arquati [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>; Tasmin Bahia [REDACTED]@tfl.gov.uk>; Jennifer Tolson [REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

Just copying in [@Tasmin](#) [REDACTED] and [@Jennifer](#) [REDACTED]

Tom

Tom Page

General Manager, Docklands Light Railway

[REDACTED]



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: Helen Gregory [REDACTED]@tfl.gov.uk>

Sent: 16 January 2024 13:58

To: Kai Chappell [REDACTED]@tfl.gov.uk>; David Arquati [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>

Cc: Tom Page [REDACTED].tfl.gov.uk>

Subject: RE: Potential Service Changes

Hi all

It does look like we are very likely to need to shorten the STR-WOA to 2 car on TWT as well now, basically as soon as possible.

I know Kai got a head start on this prior to Christmas. David, are you able to pull together what we produced for the senior management approvals on the previous occasion?

I'm getting some sound bites about the potential implications from rolling stock if we don't do this to present upwards.

We would also need to do some proactive comms for passengers.

Thanks

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

Mobile [REDACTED]@tfl.gov.uk

From: Kai Chappell [REDACTED]@tfl.gov.uk>

Sent: 22 December 2023 15:13

To: Helen Gregory <HelenGregory@tfl.gov.uk>

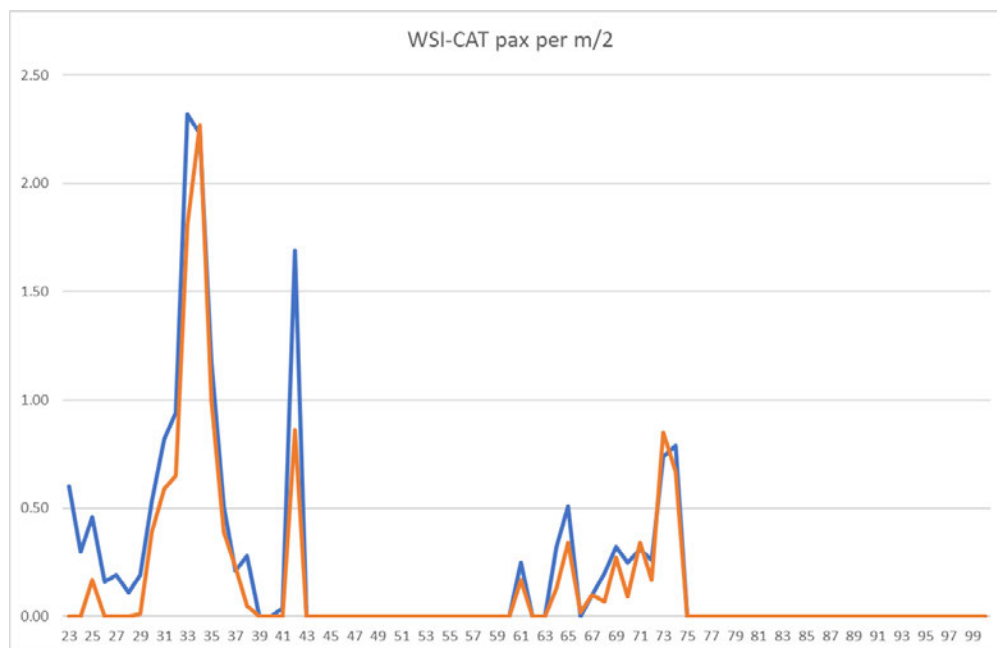
Subject: RE: Potential Service Changes

Hi Helen

STI-WOA short form on TWT draws an annual decrease of 192,500 veh km (compared to Optimisation II, not necessarily in combination with other mitigations).

Crowding wise, see below – a crude demonstration of where it would take us using TWT data from September and October (not the strike week). At the moment WSI-CAT is c 2.2-2.3 pax/m² in AM peak (as chart demonstrates). I'm not sure exactly how Dave ran the charts below, but I would imagine that we would be edging closer to 3ppm² on TWT.

Happy to chat through with Dave on his return.



Kai Chappell

Transport Planner | Rail Development | Public Transport Service Planning

Phone: [Contact me via Microsoft Teams](#)

10G9, 10th Floor, Palestra, 197 Blackfriars Road, London, SE1 8NJ | Email: [k\[REDACTED\]@tfl.gov.uk](#)



From: Helen Gregory [\[REDACTED\]@tfl.gov.uk](#)>

Sent: 21 December 2023 10:27

To: Kai Chappell [\[REDACTED\]@tfl.gov.uk](#)>

Cc: David Arquati [\[REDACTED\]@tfl.gov.uk](#)>

Subject: RE: Potential Service Changes

Hi all

We need to look at further milage control and will be setting up some meetings in early Jan. Kai, do you have a chance to run the same crowding checks as below if we were to make the STI-WOA 2 car on tues, wed and thurs as well please as I can see you are still working?

Also be interested in what mileage this change would save per week.

Help much appreciated.

Thanks,

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

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

From: David Arquati [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

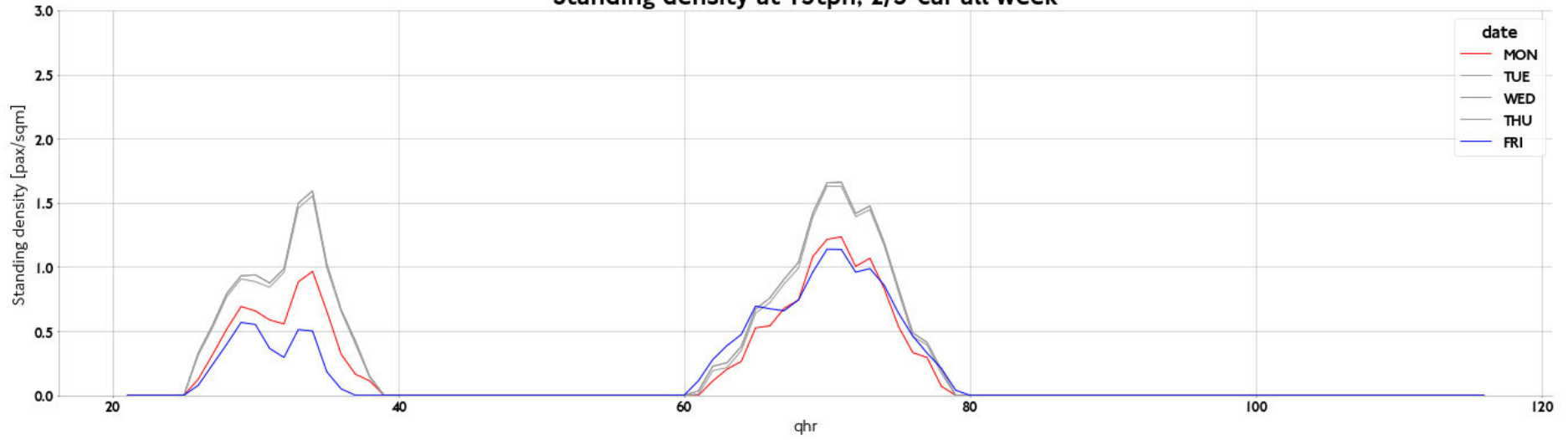
Sent: 12 October 2023 14:14

To: Tom Page [REDACTED] [@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>; Helen Gregory [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Kai Chappell [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Alex Phillips [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

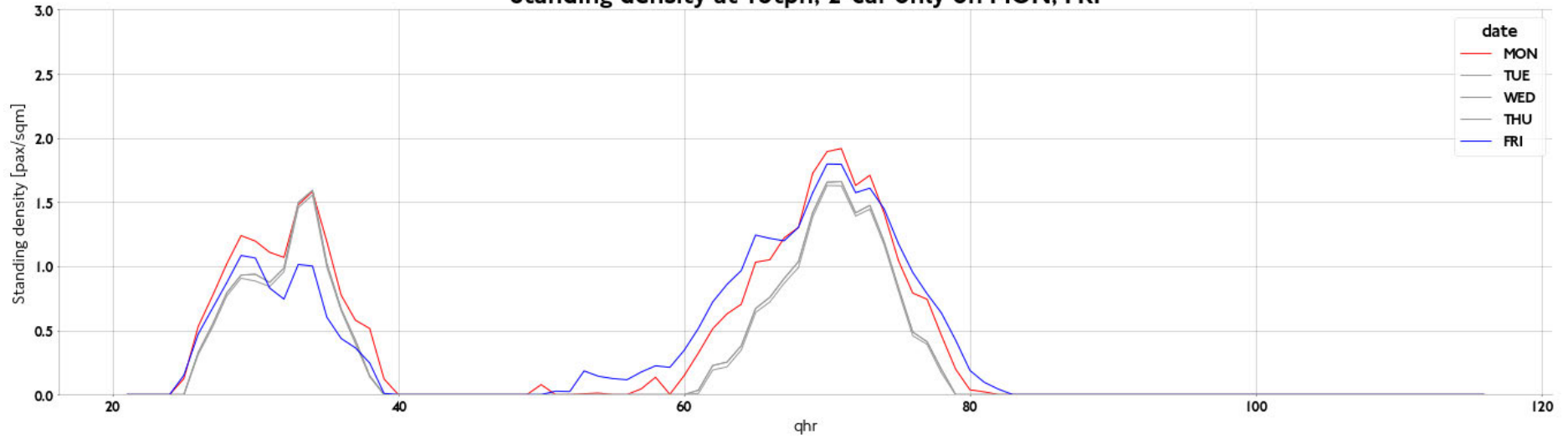
Subject: Re: Potential Service Changes

Here's the updated chart. The proposed change would still raise Mon and Fri crowding above midweek levels, but only slightly.

Standing density at 15tph, 2/3-car all week



Standing density at 15tph, 2-car only on MON, FRI



From: David Arquati [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Sent: 12 October 2023 11:18

To: Tom Page [REDACTED] <[\[REDACTED\].tfl.gov.uk](mailto:[REDACTED].tfl.gov.uk)>; Helen Gregory [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Kai Chappell [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Alex Phillips [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: Re: Potential Service Changes

Yes you're right - I've understated the midweek crowding. I'll rerun the charts

Sent from [Outlook for iOS](#)

From: Tom Page [REDACTED] <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>

Sent: Wednesday, October 11, 2023 8:15:20 PM

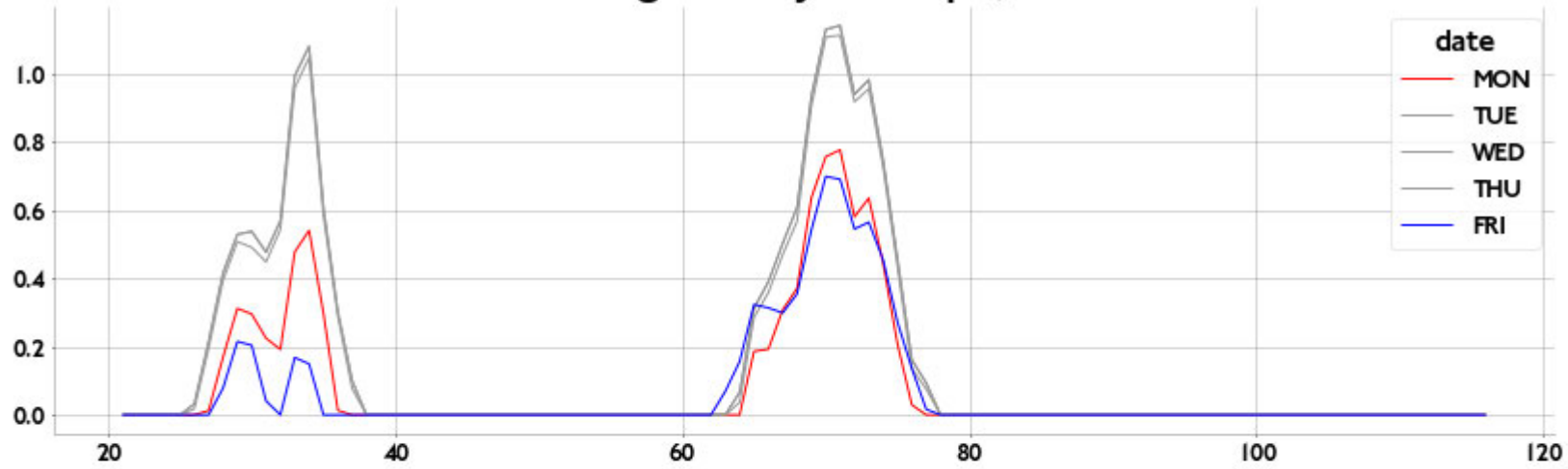
To: David Arquati [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Helen Gregory [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Kai Chappell [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Alex Phillips [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: Re: Potential Service Changes

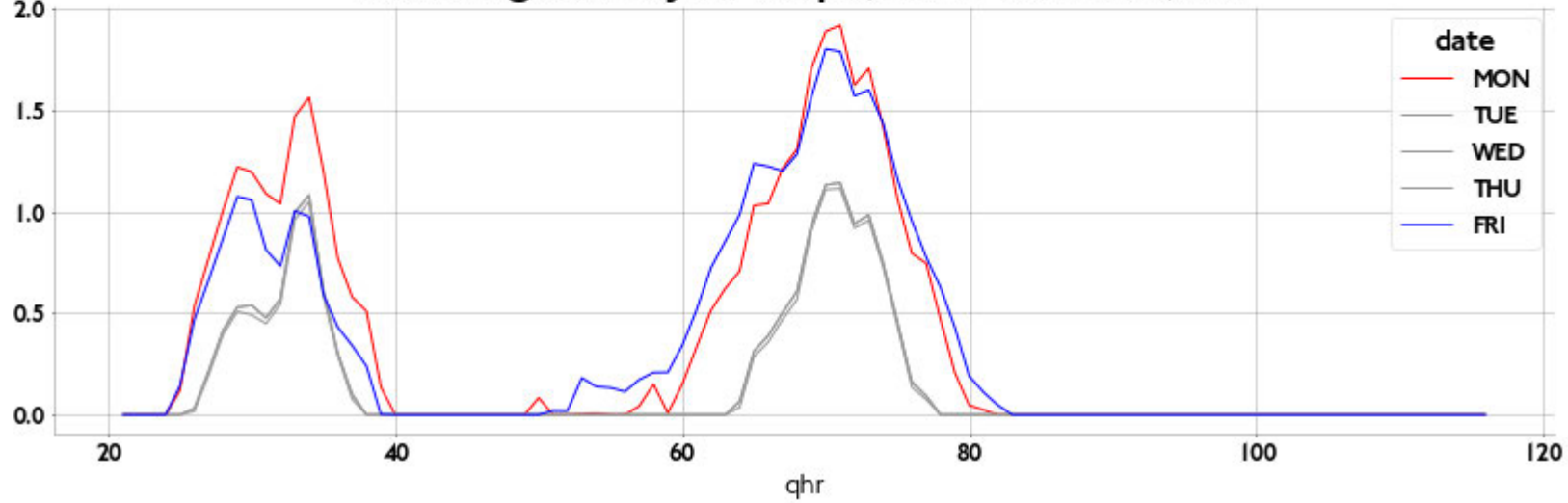
Dave

Just checking, are these two graphs...

Standing density at 15tph, 3-car



Standing density at 15tph, 2-car on MON, FRI



...assuming that on Monday and Fridays we go from an all (hence the 15tph) three car service to an all two car service? We're going from 37.5 (7.5 * 2 + 7.5 * 3) cars per hour to 30 (15 * 2) cars per hour, so just wanted to check that.

Tom

Tom Page

General Manager, Docklands Light Railway



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: David Arquati [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>

Sent: 11 October 2023 14:24

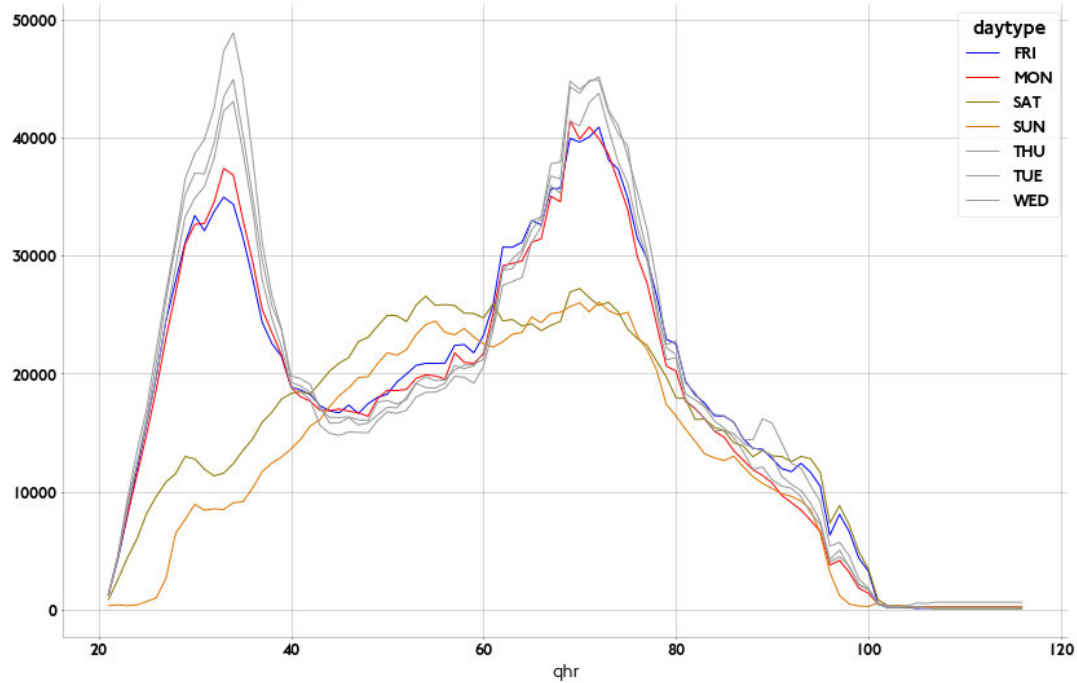
To: Helen Gregory [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Tom Page [redacted] <[\[redacted\]@tube.tfl.gov.uk](mailto:[redacted]@tube.tfl.gov.uk)>; Kai Chappell [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Richard Smith [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Alex Phillips [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>

Subject: Re: Potential Service Changes

I've had a quick look at both the APC data across the Stratford-Woolwich route, and our DUNNART link flow estimates for flows between West Silvertown and Canning Town.

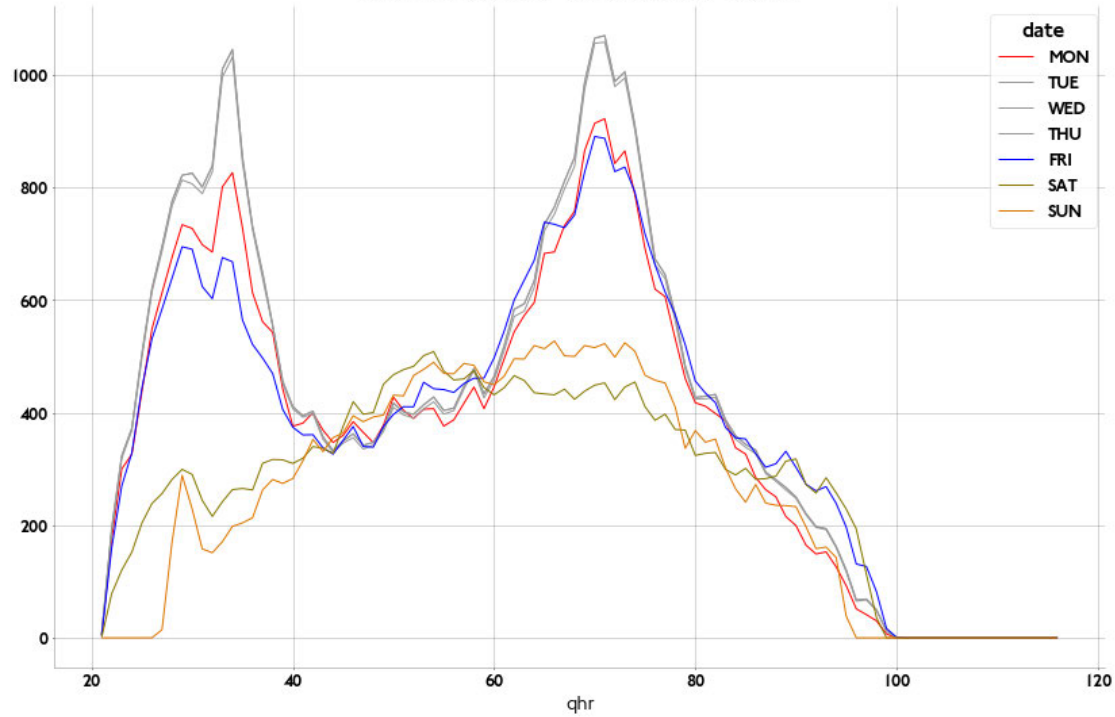
Here's the APC data, average daily profile since May for all stations along the STI-WOA route except CAT and STR where I can't isolate the STI-WOA flows. Mon and Fri show a lower peak profile, although it's not that much lower in the PM peak (maybe 10%).

**DLR platform entry+exit
average quarter hourly flow by day of week
sum of stns WOA-STI excl STR,CAT
from 2023-05-24 to 2023-10-07**



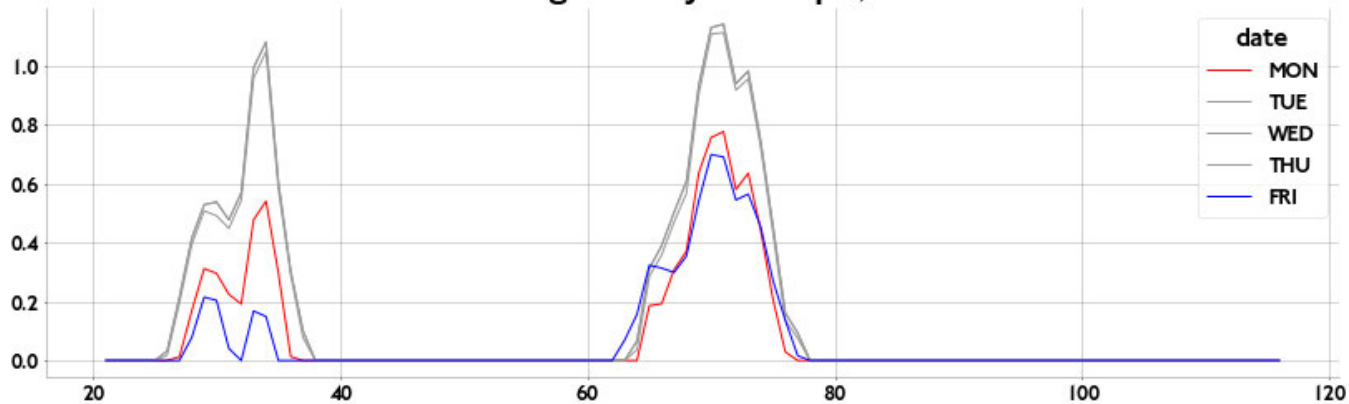
Since it's the critical link between West Silvertown and Canning Town which poses the largest capacity challenge, here are the link flow estimates. These show a clearly lower pattern for Mon and Fri which again amounts to about 10-15% in the PM peak, more in the AM. I think some of these flows will be slightly underestimated due to the DUN method but the pattern should hold.

DLR link flow
average quarter hourly flow by day of week
sum of WSI<>CAT
from 2023-05-24 to 2023-10-07

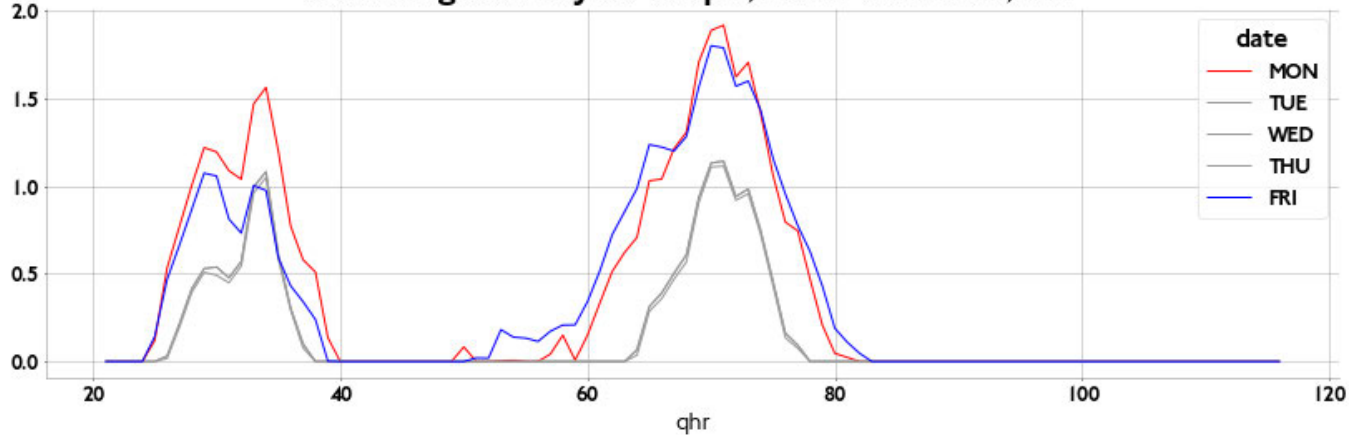


We would be removing 20% capacity on Mon and Fri. This is more than the demand difference so you end up with standing densities that roughly look like this:

Standing density at 15tph, 3-car



Standing density at 15tph, 2-car on MON, FRI



Whilst this is worse than midweek, the maximum isn't terrible ($2\text{pax}/\text{m}^2$). The shoulders of the PM peak when we're down at 12tph might look a bit worse, but not worse than the peak.

I haven't done a disbenefit calculation but based on this, I suspect the disbenefit of this change is less bad than a frequency reduction on CAT-BEC.

Hope this helps

Dave

From: David Arquati [REDACTED] <[REDACTED]@tfl.gov.uk>

Sent: 11 October 2023 12:40

To: Helen Gregory [REDACTED] <[REDACTED]@tfl.gov.uk>; Tom Page [REDACTED] <[REDACTED]@tube.tfl.gov.uk>; Kai Chappell [REDACTED] <[REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED] <[REDACTED]@tfl.gov.uk>; Alex Phillips [REDACTED] <[REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

On this, for everyone's benefit - Tom and I just spoke and given the short timescales and some concerns about Monday demand, I'm going to try to do some quick analysis today to allow us to come to a final decision on STI-WOA.

Dave

From: David Arquati [REDACTED] <[REDACTED]@tfl.gov.uk>

Sent: 10 October 2023 18:03

To: Helen Gregory [REDACTED] <[REDACTED]@tfl.gov.uk>; Tom Page [REDACTED] <[REDACTED]@tube.tfl.gov.uk>; Kai Chappell [REDACTED] <[REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED] <[REDACTED]@tfl.gov.uk>; Alex Phillips [REDACTED] <[REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

Helen

Three comments from me:

- I think we've got the veh km reduction too high for the STI-WOA short forms (that's the figure for all weekdays, it should be 40% of it for Mon and Fri only)
- The two-car Christmas figure's 11.9% isn't comparable with the other figures so might be worth taking out
- I'm not sure we've checked yet whether Mon and Fri STI-WOA 2-car is OK - I think it is, based on our crowding heatmaps, but I'd be more comfortable if @Kai could take some time to repeat the same calculation he did for Christmas.

I don't think we have much of a choice on STI-WOA given that this is almost certainly less bad than any of the frequency reductions, but would be helpful to confirm, to get Geoff's support.

Dave

From: Helen Gregory [REDACTED] <[REDACTED]@tfl.gov.uk>

Sent: 10 October 2023 15:52

To: Tom Page [REDACTED] <[REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED] <[REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED] <[REDACTED]@tfl.gov.uk>; Alex Phillips [REDACTED] <[REDACTED]@tfl.gov.uk>; David Arquati [REDACTED] <[REDACTED]@tfl.gov.uk>

Subject: RE: Potential Service Changes

Hi Alex

The PTSP team have helped us to review options for mileage control on DLR to extend the life of the b92s given that there are still lots of risks with the b23 delivery plan and the b92s are nearing end of life. We would rather do smaller adjustments now with minimal customer impact than

be forced into more drastic urgent situations later. Therefore we favour the options in yellow. Are you happy to support this and can you make Geoff aware. Need to move fairly quickly on this as they need to start building Christmas timetables.

We are in tandem reviewing with Trish for her approval.

Thanks, any help much appreciated.

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

Mobile [redacted] [@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)

From: Helen Gregory

Sent: 10 October 2023 14:21

To: Tom Page [\[redacted\].tfl.gov.uk](mailto:[redacted].tfl.gov.uk); [redacted] [@keolisameydlr.co.uk](mailto:[redacted]@keolisameydlr.co.uk); Richard Smith [\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk); Andrew Lunt [\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk); Malc McDonald [\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk); Kai Chappell KaiChappell@tfl.gov.uk; Binu Sureshbabu [\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)

Cc: [redacted] [\[redacted\]@keolisameydlr.co.uk](mailto:[redacted]@keolisameydlr.co.uk)

Subject: RE: Potential Service Changes

Hi

We have been building this with PTSP and Ronan's teams input. The ones highlighted in yellow are the key ideas.

Versus Optimisation II		Per year reduction in service...			PTSP view on customer impact
Change	When?	...Train-km	...Veh-km	% of O2 veh-km	
Short form STI-WOA	Weekdays	0	-725,725	4.7%	Main thing to look at here would be crowding, though in theory this should be limited to certain time periods. It's possible, though, that going from 'seats available' to '1-2 psqm standing' for a much larger portion of the day will add up in journey time and hence revenue impact more than it may initially seems. We would look to implement this for Mondays and Fridays only from Friday 15 December.
Short form BAN-LEW	Sundays	0	-176,337	1.1%	
	Saturdays	0	-254,997	1.7%	

	Weekdays	0	-1,328,976	8.6%	
No CAT-BEC shuttle	Evenings	-86,128	-172,255	1.1%	Frequency reductions have a pretty large impact on customer journey time, especially in this case where it would double a lot of wait times. Unlike crowding, where so long as enough seats are available train length doesn't make a difference, this will have an impact at all times where it applies. We could certainly do the analysis; and also sub-sets like cancelling 1 or 2 of the CAT-BEC trains.
	Sundays	-34,763	-69,526	0.5%	
	Saturdays	-59,164	-118,328	0.8%	
	Weekdays	-352,366	-704,732	4.6%	
No STR-LEW services	Weekdays	-155,193	-310,385	2.0%	
No peak	Weekdays	-564,166	-1,307,296	8.5%	
Two car running Christmas (calcs ignore closures)	(21 Dec 22 – 1 Jan 23)	0	-43,220	11.9%	From previous years 99% of the time over this period (where trains were in service), crowding was less than 41%, and 88% of the time crowding was less than 21%.

Other thoughts not taken forward:

1. Reduce frequency (by cutting runs) off peak/weekends/Mondays and Fridays
 - Would need to work out which runs to cut; could certainly be done. We did do a similar 'cancel each train in turn' activity for Optimisation I.
2. Fixed formations of b92s that only run the shorter routes
 - This is moot from a customer perspective so long as the service specification is being delivered, so no passenger analysis necessary.

Thanks,

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

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

From: Tom Page [REDACTED] [@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>

Sent: 10 October 2023 11:57

To: [REDACTED] [@keolisameydlr.co.uk](mailto:[REDACTED]@keolisameydlr.co.uk)>; Helen Gregory [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith

[redacted]@tfl.gov.uk>; Andrew Lunt [redacted]@tfl.gov.uk>; Malc McDonald [redacted]@tfl.gov.uk>

Cc: [redacted]@keolisameydlr.co.uk>

Subject: Re: Potential Service Changes

Of course

Over the Christmas period (23 December to 1 January inclusive) run an all two-car service; I'll defer to Helen and Andrew as to what sort of service - I'd suggest we could live with a Sunday service throughout that (possibly starting a bit earlier) but I will take the lead of others.

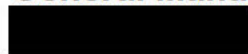
From Friday 15 December until introduction of the first B23 into passenger service run a two car service Stratford International to Woolwich on Mondays and Fridays only (so that would be two car on Friday, Saturday, Sunday, Monday, and three car on Tuesday, Wednesday, Thursday). On this point Richard Smith, can I check if there's been any discussion with anyone else in PTSP on this option just so we can cover the stakeholder angle.

Thanks

Tom

Tom Page

General Manager, Docklands Light Railway



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: [redacted]@keolisameydlr.co.uk>

Sent: 10 October 2023 11:37

To: Helen Gregory [redacted]@tfl.gov.uk>

Cc: Tom Page [redacted].tfl.gov.uk>; [redacted]@keolisameydlr.co.uk>

Subject: Potential Service Changes

Helen,

Please can you email me the details of the proposed service changes to limit B92 mileage that we discussed yesterday. There were two elements, one for Christmas period service and one for Mon & Fri service. I'd like to just ensure my team has a heads up on this so can raise any potential issues or clarification needed. I don't expect there to be any, but would like to give them an early heads up.

Thanks
Richard

KeolisAmey Docklands

Castor Lane, Poplar, London E14 0BL

t: [REDACTED]
e: [REDACTED]@keolisameydlr.co.uk

KEOLIS amey

DOCKLANDS

From: Tom Page [REDACTED].tfl.gov.uk>
Sent on: Wednesday, January 17, 2024 11:32:47 AM
To: David Arquati [REDACTED]@tfl.gov.uk>
Subject: Re: Potential Service Changes

Super.

On the final paragraph I think that might be a spicy option. We'd potentially have that continuing for some months right? We need to start scrapping I think April ish and in a six month delay scenario we'd not have B23s accepted for service (and even then not enough to replace the B92s we'd have lost) until October.

Tom

Tom Page

General Manager, Docklands Light Railway



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: David Arquati [REDACTED]@tfl.gov.uk>

Sent: 17 January 2024 11:26

To: Tom Page [REDACTED].tfl.gov.uk>

Subject: Re: Potential Service Changes

Yes, is the short answer (considering more options). Our main concern is to test the effect of the all-week STI-WOA shortening against some version of CAT-BEC shuttle removals (not necessarily all day or all week).

We can check the crowding for each daytype but I don't think there will be a big enough difference between Tue, Wed and Thu for this to be material.

The other options we had in mind included weekend BAN-LEW (maybe starting with Sundays), and considering some version of BAN-LEW weekday shortening but only if we could specifically target the trips which follow the LEW-STR peak services as these are considerably less crowded than the other half of services - albeit this might be a timetabling ask too far.

We should set the ones we assess, against a do-nothing 'off a cliff' option where we just scrap N number of B92s as intended on ~1st March and implement the peak service reductions that go with this. I don't think will be a favoured option although there may be something to be said for getting through to the start of the school holidays and then doing it, if this avoids prolonging some other cuts through to September and beyond.

From: Tom Page [REDACTED]tfl.gov.uk>

Sent: 17 January 2024 11:16

To: David Arquati [REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

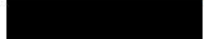
Dave

One quick thought from me: are there other options we should consider? e.g. if Wednesdays and Thursdays are the busiest days should we extend 2 car on Woolwich Arsenal to Stratford International to Tuesday, but not Wed and Thu, and then make Bank to Lewisham 2 car all weekend? I'm just making it all up, but you know what I mean

I appreciate more options = more complexity = slower so do say if this is thick

Tom

Tom Page
General Manager, Docklands Light Railway



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: David Arquati [redacted]@tfl.gov.uk>

Sent: 17 January 2024 11:05

To: Helen Gregory [redacted]@tfl.gov.uk>; Tom Page [redacted].tfl.gov.uk>; Kai Chappell [redacted]@tfl.gov.uk>; Richard Smith [redacted]@tfl.gov.uk>; Tasmin Bahia [redacted]@tfl.gov.uk>; Jennifer Tolson [redacted]@tfl.gov.uk>

Cc: Alex Phillips [redacted]@tfl.gov.uk>

Subject: Re: Potential Service Changes
Helen

That would be worthwhile in any case.

The main issue we will need to resolve is, how long we'll need to prolong any service cuts beyond the entry-into-service date of the B23s. Once we've shortened STI-WOA, deploying B23s to this route will only displace 2xB92s each time, not 3, so we may have to expand mileage control measures to other parts of the network even whilst we're bringing the B23s in until they have 'caught up' with the H&I exam dates. We'll need to know the revised set of B92 scrappage dates to be able to quantify how long this would last and which other services we would need to reduce until then.

Dave

From: Helen Gregory [REDACTED]@tfl.gov.uk>

Sent: 17 January 2024 10:52

To: Tom Page [REDACTED].tfl.gov.uk>; David Arquati [REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>; Tasmin Bahia [REDACTED]@tfl.gov.uk>; Jennifer Tolson [REDACTED]@tfl.gov.uk>

Cc: Alex Phillips [REDACTED]@tfl.gov.uk>

Subject: RE: Potential Service Changes

Hi

When I spoke to [REDACTED] he was very willing to assist with any detail or description of what we were trying to achieve. Let me know if I should set something up with him to talk through detail and answer your queries upon receipt of spreadsheet?

Thanks

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

Mobile [REDACTED]@tfl.gov.uk

From: Tom Page <Tom.Page@tube.tfl.gov.uk>

Sent: 17 January 2024 10:49

To: David Arquati <DavidArquati@tfl.gov.uk>; Helen Gregory <HelenGregory@tfl.gov.uk>; Kai Chappell <KaiChappell@tfl.gov.uk>; Richard Smith <RichardSmith1@tfl.gov.uk>; Tasmin Bahia <TasminBahia@tfl.gov.uk>; Jennifer Tolson <JenniferTolson@tfl.gov.uk>

Cc: Alex Phillips <Alex.Phillips@tfl.gov.uk>

Subject: Re: Potential Service Changes

I have asked for Matt Harris to send through his spreadsheet to answer exactly this question. As soon as I have it I'll reply to this, copy everyone in and thus close the loop so you can ask anything need of Matt and Oli in his team

Thanks so much for your work on this - hugely valued by me

Tom

Tom Page

General Manager, Docklands Light Railway



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: David Arquati [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Sent: 17 January 2024 10:34

To: Tom Page [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Helen Gregory [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Kai Chappell [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Tasmin Bahia [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Jennifer Tolson [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Cc: Alex Phillips [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: Re: Potential Service Changes

Thanks Tom. I suggest that we'll aim to have something ready on Tuesday (23rd) then.

In terms of objective - I assume we're looking to save a particular amount of mileage again - what's the target? It would help for us to work this through to a notional B23 introduction date even if that changes later on, so we can look at the revenue impact over a specific time frame. If we're totally uncertain then we could assume 1st July with a sensitivity test of 1st October if we have time.

Thanks

Dave

Sent from [Outlook for iOS](#)

From: Tom Page [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Sent: Tuesday, January 16, 2024 8:19:35 PM

To: David Arquati [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Helen Gregory [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Kai Chappell [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Tasmin Bahia [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Jennifer Tolson [REDACTED] [\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: Re: Potential Service Changes

I agree it needs assessment and this seems a reasonable summary. We need to make a decision to start before the beginning of February or we won't be able to buy six months of contingency (I use contingency here, but in reality we're already set at 2-3 months through that six month period). To actually implement this means a decision in the next 10 ish days.

On doing more maintenance we are looking at whether we do more exams which prolongs some trains longer, but it'll only be a small number and it takes up depot space which we need to test and assemble B23s as we don't have the new depot building so this can actually make the problem worse, not better.

Tom

Tom Page

General Manager DLR
[REDACTED]

From: David Arquati [REDACTED] <[REDACTED]@tfl.gov.uk>

Sent: Tuesday, January 16, 2024 5:53:50 PM

To: Tom Page [REDACTED] <[REDACTED].tfl.gov.uk>; Helen Gregory [REDACTED] <[REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED] <[REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED] <[REDACTED]@tfl.gov.uk>; Tasmin Bahia [REDACTED] <[REDACTED]@tfl.gov.uk>; Jennifer Tolson [REDACTED] <[REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

Tom

We've had a chat about this in PTSP and we think we will need to produce a bit more supporting evidence than the previous change as this is a materially bigger impact and there isn't yet an end date in sight for it.

This probably comprises:

- A (very mini) business case where we also articulate what we are trying to achieve, the alternative options are and why this is the least bad (assuming that it is)
- A (truncated) Equalities Impact Assessment based on the one we did for Optimisation II, to show that we've understood the negative consequences, that these are less worse than the alternatives and that we're doing what we can to mitigate the impact

In terms of the list of options I have this in mind:

- Do nothing, scrap [N] B92s on 1st April and reduce service to [service X]
- Spend [R] money to make the B92s last longer (or articulate why we aren't doing this)
- Reduce STI-WOA Tu-Th lengths now, which delays the next round of cuts until [date X], and has revenue impact [R]
- Reduce CAT-BEC shuttles at [X times of day] which delays the next round of cuts until [date X], and has revenue impact [R]
- Blanket peak frequency reduction (a little, everywhere) -> impractical due to timetabling resource constraints

We think without this, we're vulnerable to external claims that we haven't properly assessed the impacts of this course of action as opposed to another (particularly on the EqIA front).

We think we can turn this around relatively quickly but obviously it's more than just generating another crowding chart, so what timescales do you think we need to work to?

Thanks}

Dave

From: Tom Page [REDACTED] <[REDACTED].tfl.gov.uk>

Sent: 16 January 2024 14:04

To: Helen Gregory [REDACTED] <[REDACTED]@tfl.gov.uk>; Kai Chappell [REDACTED] <[REDACTED]@tfl.gov.uk>; David Arquati [REDACTED] <[REDACTED]@tfl.gov.uk>; Richard

Smith [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Tasmin Bahia [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Jennifer Tolson [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: Re: Potential Service Changes

Just copying in [REDACTED] and [REDACTED]

Tom

Tom Page

General Manager, Docklands Light Railway



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: Helen Gregory [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Sent: 16 January 2024 13:58

To: Kai Chappell [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; David Arquati [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Cc: Tom Page [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: RE: Potential Service Changes

Hi all

It does look like we are very likely to need to shorten the STR-WOA to 2 car on TWT as well now, basically as soon as possible.

I know Kai got a head start on this prior to Christmas. David, are you able to pull together what we produced for the senior management approvals on the previous occasion?

I'm getting some sound bites about the potential implications from rolling stock if we don't do this to present upwards.

We would also need to do some proactive comms for passengers.

Thanks

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

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

From: Kai Chappell [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Sent: 22 December 2023 15:13

To: Helen Gregory [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

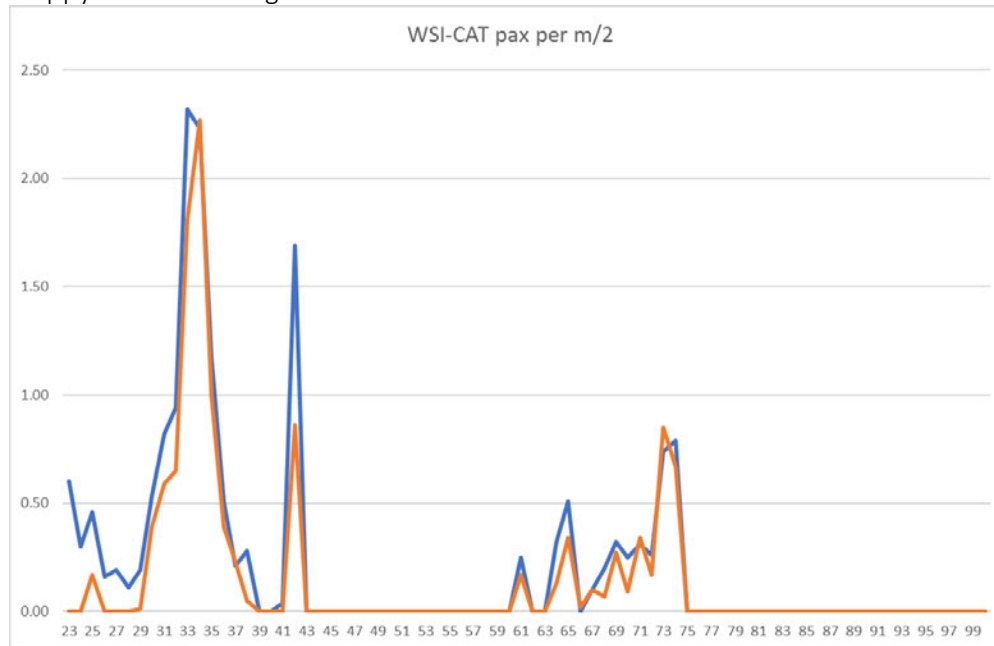
Subject: RE: Potential Service Changes

Hi Helen

STI-WOA short form on TWT draws an annual decrease of 192,500 veh km (compared to Optimisation II, not necessarily in combination with other mitigations).

Crowding wise, see below – a crude demonstration of where it would take us using TWT data from September and October (not the strike week). At the moment WSI-CAT is c 2.2-2.3 pax/m² in AM peak (as chart demonstrates). I'm not sure exactly how Dave ran the charts below, but I would imagine that we would be edging closer to 3ppm² on TWT.

Happy to chat through with Dave on his return.



Kai Chappell

Transport Planner | Rail Development | Public Transport Service Planning

Phone: [Contact me via Microsoft Teams](#)

10G9, 10th Floor, Palestra, 197 Blackfriars Road, London, SE1 8NJ | Email: [REDACTED] [@tfl.gov.uk](#)



From: Helen Gregory [REDACTED] [@tfl.gov.uk](#)>

Sent: 21 December 2023 10:27

To: Kai Chappell [REDACTED] [@tfl.gov.uk](#)>

Cc: David Arquati [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: RE: Potential Service Changes

Hi all

We need to look at further mileage control and will be setting up some meetings in early Jan. Kai, do you have a chance to run the same crowding checks as below if we were to make the **STI-WOA 2 car** on tues, wed and thurs as well please as I can see you are still working? Also be interested in what mileage this change would save per week.

Help much appreciated.

Thanks,

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

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

From: David Arquati [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

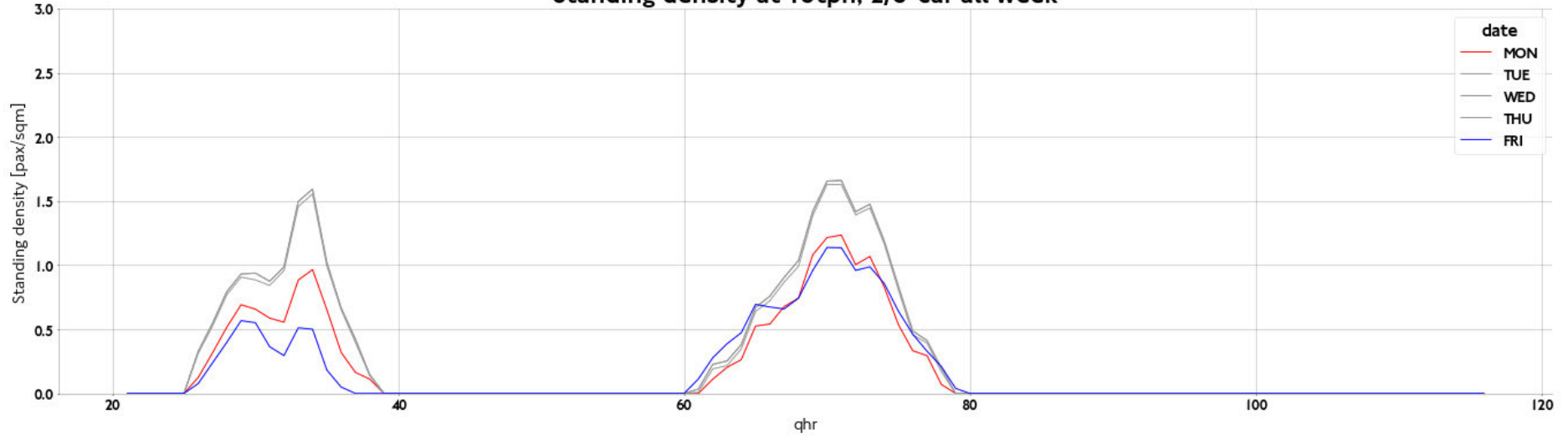
Sent: 12 October 2023 14:14

To: Tom Page [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Helen Gregory [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Kai Chappell [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Alex Phillips [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

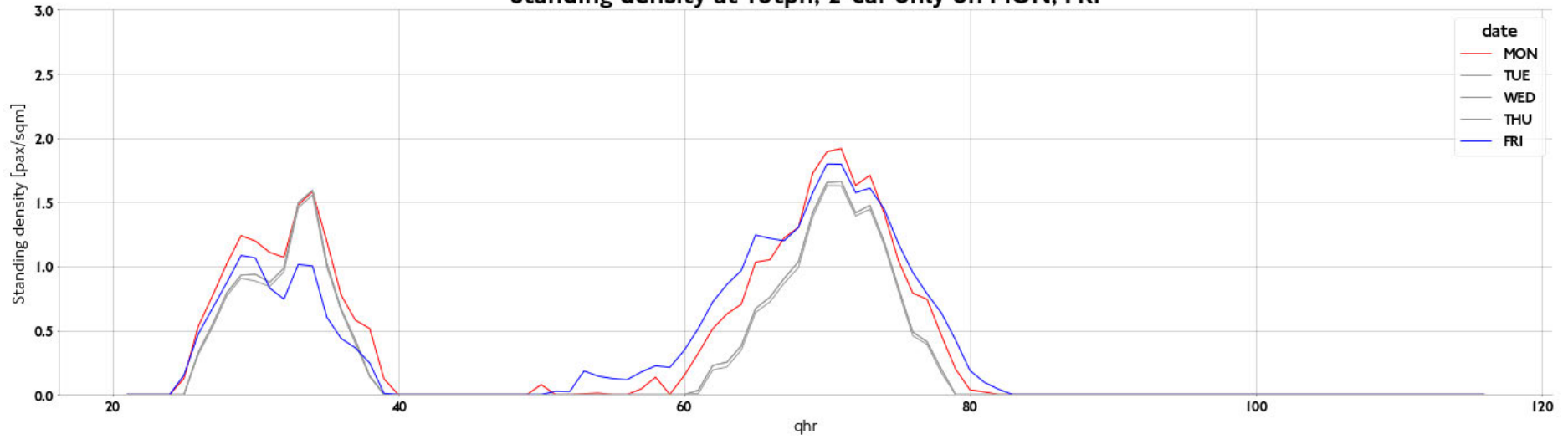
Subject: Re: Potential Service Changes

Here's the updated chart. The proposed change would still raise Mon and Fri crowding above midweek levels, but only slightly.

Standing density at 15tph, 2/3-car all week



Standing density at 15tph, 2-car only on MON, FRI



From: David Arquati [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Sent: 12 October 2023 11:18

To: Tom Page [REDACTED] <[\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)>; Helen Gregory [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Kai Chappell [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Alex Phillips [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: Re: Potential Service Changes

Yes you're right - I've understated the midweek crowding. I'll rerun the charts

Sent from [Outlook for iOS](#)

From: Tom Page [REDACTED] <[\[REDACTED\].tfl.gov.uk](mailto:[REDACTED].tfl.gov.uk)>

Sent: Wednesday, October 11, 2023 8:15:20 PM

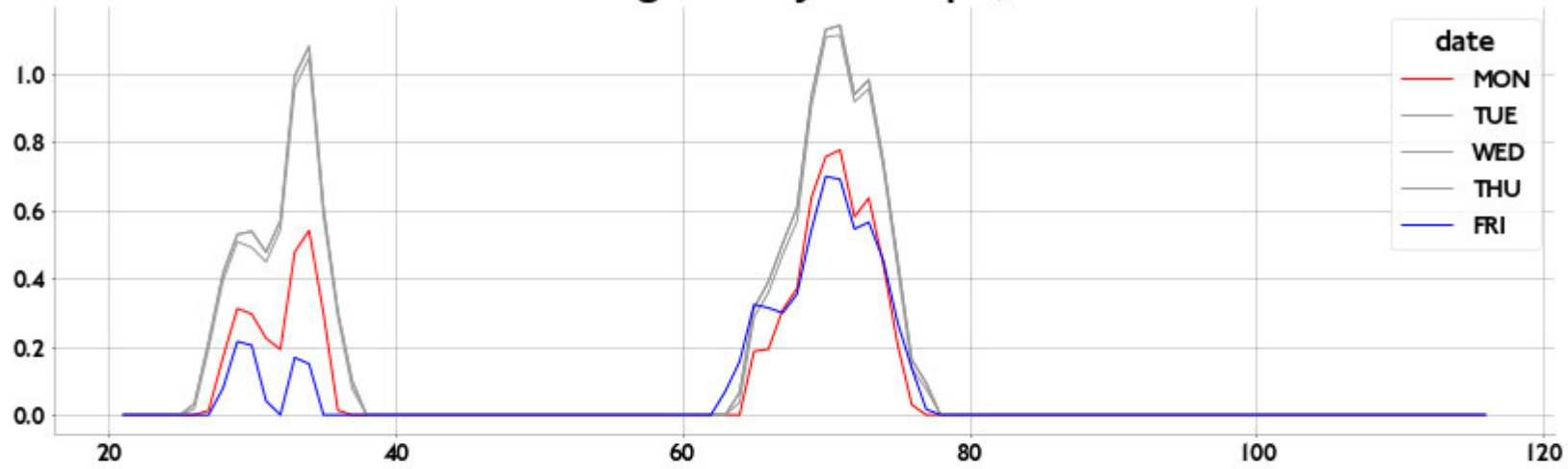
To: David Arquati [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Helen Gregory [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Kai Chappell [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Alex Phillips [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: Re: Potential Service Changes

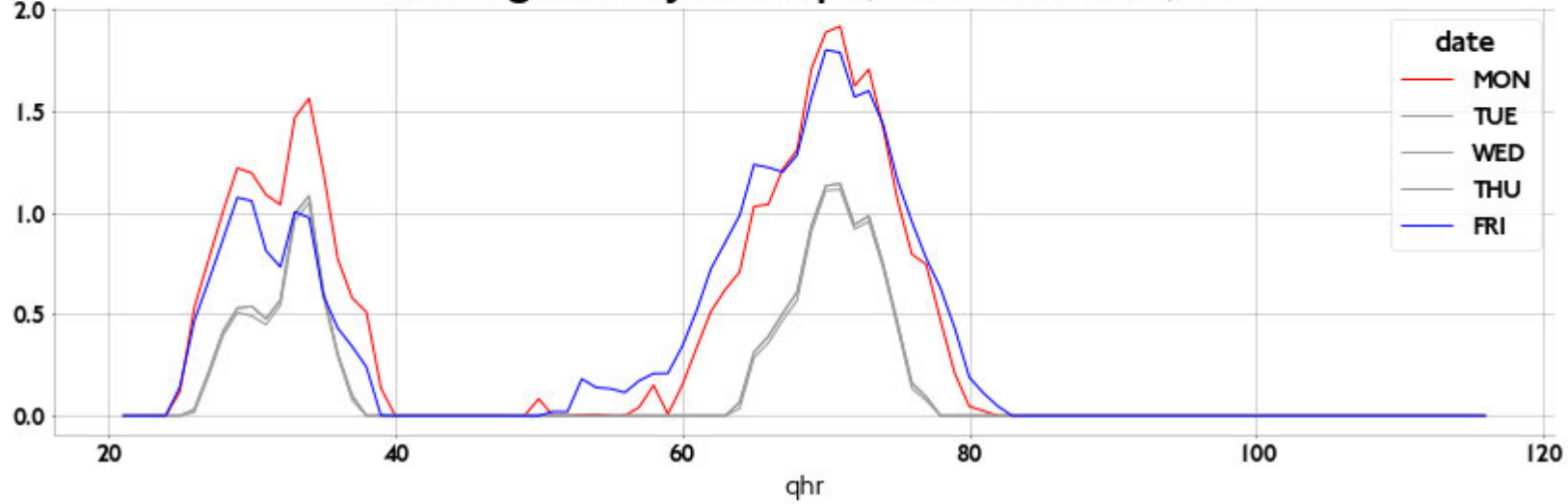
Dave

Just checking, are these two graphs...

Standing density at 15tph, 3-car



Standing density at 15tph, 2-car on MON, FRI



...assuming that on Monday and Fridays we go from an all (hence the 15tph) three car service to an all two car service? We're going from 37.5 (7.5 * 2 + 7.5 * 3) cars per hour to 30 (15 * 2) cars per hour, so just wanted to check that.

Tom

Tom Page

General Manager, Docklands Light Railway



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: David Arquati [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>

Sent: 11 October 2023 14:24

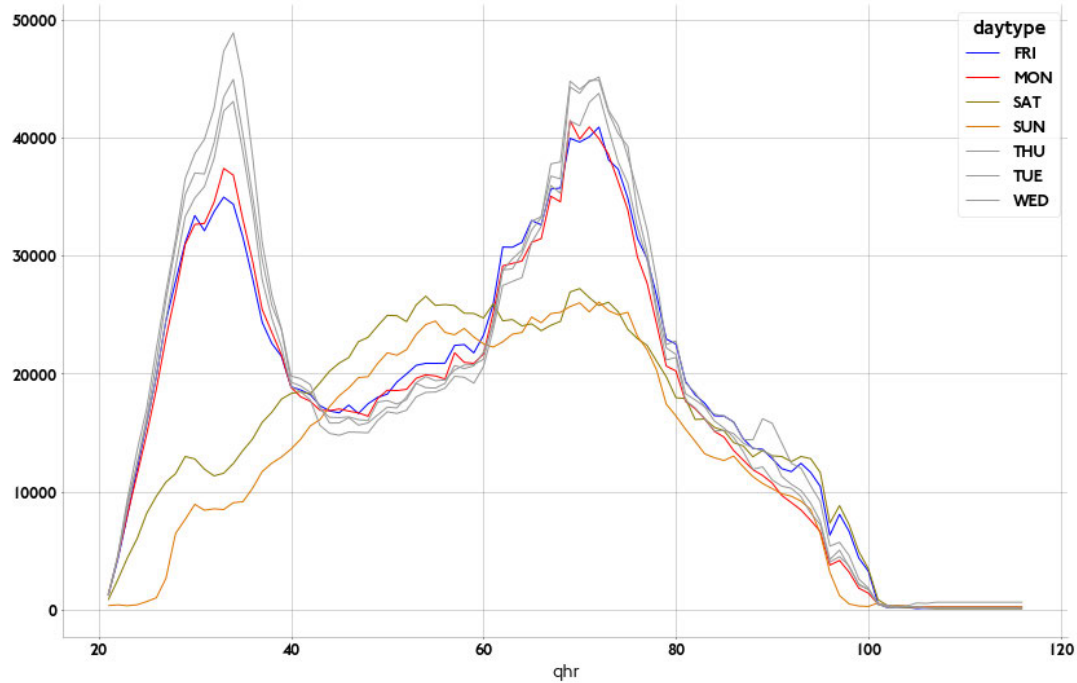
To: Helen Gregory [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Tom Page [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Kai Chappell [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Richard Smith [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Alex Phillips [redacted] <[\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>

Subject: Re: Potential Service Changes

I've had a quick look at both the APC data across the Stratford-Woolwich route, and our DUNNART link flow estimates for flows between West Silvertown and Canning Town.

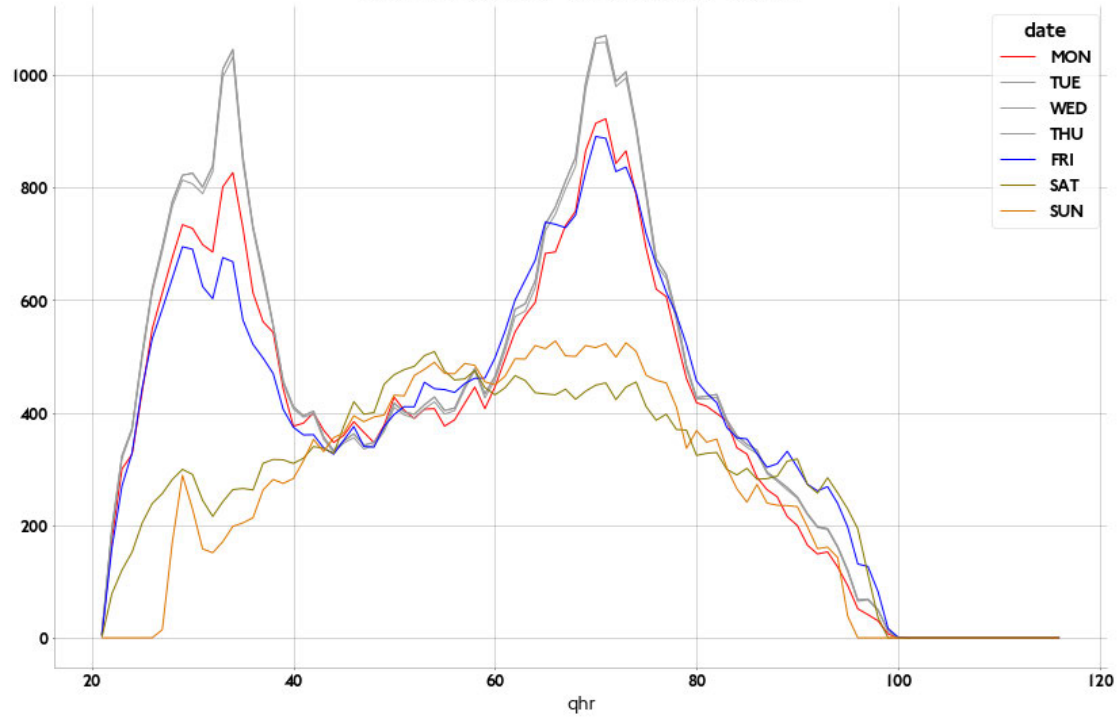
Here's the APC data, average daily profile since May for all stations along the STI-WOA route except CAT and STR where I can't isolate the STI-WOA flows. Mon and Fri show a lower peak profile, although it's not that much lower in the PM peak (maybe 10%).

**DLR platform entry+exit
average quarter hourly flow by day of week
sum of stns WOA-STI excl STR,CAT
from 2023-05-24 to 2023-10-07**



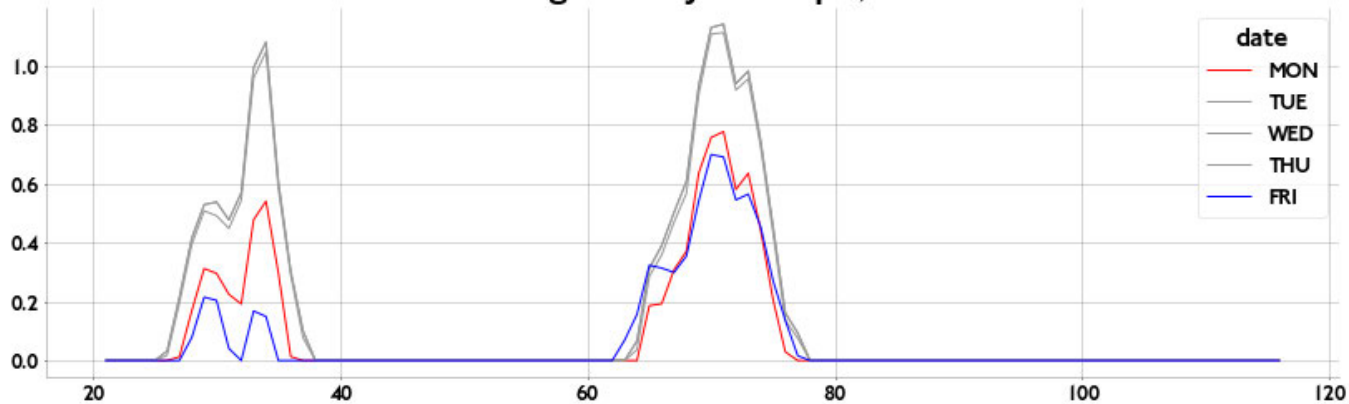
Since it's the critical link between West Silvertown and Canning Town which poses the largest capacity challenge, here are the link flow estimates. These show a clearly lower pattern for Mon and Fri which again amounts to about 10-15% in the PM peak, more in the AM. I think some of these flows will be slightly underestimated due to the DUN method but the pattern should hold.

DLR link flow
average quarter hourly flow by day of week
sum of WSI<>CAT
from 2023-05-24 to 2023-10-07

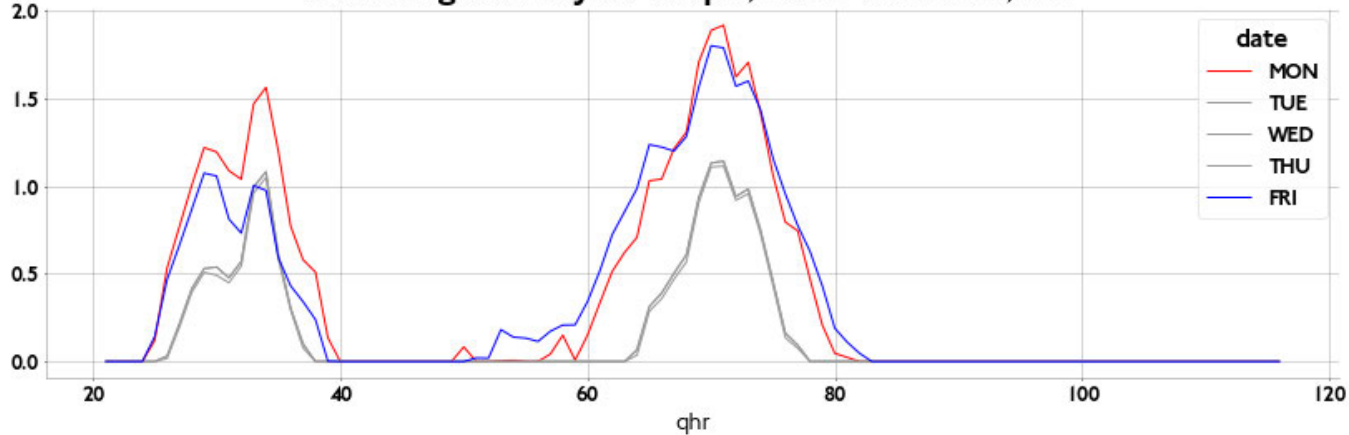


We would be removing 20% capacity on Mon and Fri. This is more than the demand difference so you end up with standing densities that roughly look like this:

Standing density at 15tph, 3-car



Standing density at 15tph, 2-car on MON, FRI



Whilst this is worse than midweek, the maximum isn't terrible ($2\text{pax}/\text{m}^2$). The shoulders of the PM peak when we're down at 12tph might look a bit worse, but not worse than the peak.

I haven't done a disbenefit calculation but based on this, I suspect the disbenefit of this change is less bad than a frequency reduction on CAT-BEC.

Hope this helps

Dave

From: David Arquati [REDACTED] <[REDACTED]@tfl.gov.uk>

Sent: 11 October 2023 12:40

To: Helen Gregory [REDACTED] <[REDACTED]@tfl.gov.uk>; Tom Page [REDACTED] <[REDACTED].tfl.gov.uk>; Kai Chappell [REDACTED] <[REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED] <[REDACTED]@tfl.gov.uk>; Alex Phillips [REDACTED] <[REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

On this, for everyone's benefit - Tom and I just spoke and given the short timescales and some concerns about Monday demand, I'm going to try to do some quick analysis today to allow us to come to a final decision on STI-WOA.

Dave

From: David Arquati [REDACTED] <[REDACTED]@tfl.gov.uk>

Sent: 10 October 2023 18:03

To: Helen Gregory [REDACTED] <[REDACTED]@tfl.gov.uk>; Tom Page [REDACTED] <[REDACTED].tfl.gov.uk>; Kai Chappell [REDACTED] <[REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED] <[REDACTED]@tfl.gov.uk>; Alex Phillips [REDACTED] <[REDACTED]@tfl.gov.uk>

Subject: Re: Potential Service Changes

Helen

Three comments from me:

- I think we've got the veh km reduction too high for the STI-WOA short forms (that's the figure for all weekdays, it should be 40% of it for Mon and Fri only)
- The two-car Christmas figure's 11.9% isn't comparable with the other figures so might be worth taking out
- I'm not sure we've checked yet whether Mon and Fri STI-WOA 2-car is OK - I think it is, based on our crowding heatmaps, but I'd be more comfortable if @Kai could take some time to repeat the same calculation he did for Christmas.

I don't think we have much of a choice on STI-WOA given that this is almost certainly less bad than any of the frequency reductions, but would be helpful to confirm, to get Geoff's support.

Dave

From: Helen Gregory [REDACTED] <[REDACTED]@tfl.gov.uk>

Sent: 10 October 2023 15:52

To: Tom Page [REDACTED] <[REDACTED].tfl.gov.uk>; Kai Chappell [REDACTED] <[REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED] <[REDACTED]@tfl.gov.uk>; Alex Phillips [REDACTED] <[REDACTED]@tfl.gov.uk>; David Arquati [REDACTED] <[REDACTED]@tfl.gov.uk>

Subject: RE: Potential Service Changes

Hi Alex

The PTSP team have helped us to review options for mileage control on DLR to extend the life of the b92s given that there are still lots of risks with the b23 delivery plan and the b92s are nearing end of life. We would rather do smaller adjustments now with minimal customer impact than

be forced into more drastic urgent situations later. Therefore we favour the options in yellow. Are you happy to support this and can you make Geoff aware. Need to move fairly quickly on this as they need to start building Christmas timetables.

We are in tandem reviewing with Trish for her approval.

Thanks, any help much appreciated.

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

Mobile [redacted] [@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)

From: Helen Gregory

Sent: 10 October 2023 14:21

To: Tom Page [\[redacted\].e.tfl.gov.uk](mailto:[redacted].e.tfl.gov.uk)>; [redacted] >; Richard Smith [\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Andrew Lunt [\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Malc McDonald [\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Kai Chappell [\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>; Binu Sureshabu [\[redacted\]@tfl.gov.uk](mailto:[redacted]@tfl.gov.uk)>

Cc: [redacted]

Subject: RE: Potential Service Changes

Hi

We have been building this with PTSP and Ronan's teams input. The ones highlighted in yellow are the key ideas.

Versus Optimisation II		Per year reduction in service...			PTSP view on customer impact
Change	When?	...Train-km	...Veh-km	% of O2 veh-km	
Short form STI-WOA	Weekdays	0	-725,725	4.7%	Main thing to look at here would be crowding, though in theory this should be limited to certain time periods. It's possible, though, that going from 'seats available' to '1-2 psqm standing' for a much larger portion of the day will add up in journey time and hence revenue impact more than it may initially seems. We would look to implement this for Mondays and Fridays only from Friday 15 December.
Short form BAN-LEW	Sundays	0	-176,337	1.1%	
	Saturdays	0	-254,997	1.7%	

	Weekdays	0	-1,328,976	8.6%	
No CAT-BEC shuttle	Evenings	-86,128	-172,255	1.1%	Frequency reductions have a pretty large impact on customer journey time, especially in this case where it would double a lot of wait times. Unlike crowding, where so long as enough seats are available train length doesn't make a difference, this will have an impact at all times where it applies. We could certainly do the analysis; and also sub-sets like cancelling 1 or 2 of the CAT-BEC trains.
	Sundays	-34,763	-69,526	0.5%	
	Saturdays	-59,164	-118,328	0.8%	
	Weekdays	-352,366	-704,732	4.6%	
No STR-LEW services	Weekdays	-155,193	-310,385	2.0%	
No peak	Weekdays	-564,166	-1,307,296	8.5%	
Two car running Christmas (calcs ignore closures)	(21 Dec 22 – 1 Jan 23)	0	-43,220	11.9%	From previous years 99% of the time over this period (where trains were in service), crowding was less than 41%, and 88% of the time crowding was less than 21%.

Other thoughts not taken forward:

1. Reduce frequency (by cutting runs) off peak/weekends/Mondays and Fridays
 - Would need to work out which runs to cut; could certainly be done. We did do a similar 'cancel each train in turn' activity for Optimisation I.
2. Fixed formations of b92s that only run the shorter routes
 - This is moot from a customer perspective so long as the service specification is being delivered, so no passenger analysis necessary.

Thanks,

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

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

From: Tom Page [REDACTED] [.tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Sent: 10 October 2023 11:57

To: [REDACTED]; Helen Gregory [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Richard Smith

[redacted]@tfl.gov.uk>; Andrew Lunt [redacted]@tfl.gov.uk>; Malc McDonald [redacted]@tfl.gov.uk>

Cc: [redacted]

Subject: Re: Potential Service Changes

Of course

Over the Christmas period (23 December to 1 January inclusive) run an all two-car service; I'll defer to Helen and Andrew as to what sort of service - I'd suggest we could live with a Sunday service throughout that (possibly starting a bit earlier) but I will take the lead of others.

From Friday 15 December until introduction of the first B23 into passenger service run a two car service Stratford International to Woolwich on Mondays and Fridays only (so that would be two car on Friday, Saturday, Sunday, Monday, and three car on Tuesday, Wednesday, Thursday). On this point Richard Smith, can I check if there's been any discussion with anyone else in PTSP on this option just so we can cover the stakeholder angle.

Thanks

Tom

Tom Page

General Manager, Docklands Light Railway

[redacted]



Rail and Sponsored Services

I am working around what works for me; please don't take this as an indication I expect you to read or reply to messages outside your working hours.

From: [redacted]

Sent: 10 October 2023 11:37

To: Helen Gregory [redacted]@tfl.gov.uk>

Cc: Tom Page [redacted].tfl.gov.uk>; [redacted]

Subject: Potential Service Changes

Helen,

Please can you email me the details of the proposed service changes to limit B92 mileage that we discussed yesterday. There were two elements, one for Christmas period service and one for Mon & Fri service. I'd like to just ensure my team has a heads up on this so can raise any potential issues or clarification needed. I don't expect there to be any, but would like to give them an early heads up.

Thanks
Richard

KeolisAmey Docklands

Castor Lane, Poplar, London E14 0BL

t: [REDACTED]

e: richard.graham@keolisameydlr.co.uk

KEOLIS amey

DOCKLANDS

From: Tom Page

Sent: 16 October 2023 18:22

To: Glynn Barton [REDACTED]@tfl.gov.uk>

Cc: Kate Keane [REDACTED]@tfl.gov.uk>; Trish Ashton [REDACTED]@tfl.gov.uk>; Helen Gregory [REDACTED]@tfl.gov.uk>; David Arquati

[REDACTED]@tfl.gov.uk>; Richard Smith [REDACTED]@tfl.gov.uk>

Subject: Minor service change on the DLR to improve resilience

Glynn

Trish and I have been discussing a minor service change on the DLR to reduce usage of our older fleet to build resilience in case of any delay in the first new train coming into service. We propose this because new trains and depots are hard and lots of things could go wrong meaning the first new train isn't ready quite when we need it; we're obviously working really hard with the RSRP team to maximise the chance that everything goes right. The change effects train lengths on one leg of the railway, only on Mondays and Fridays and makes conditions only about as crowded as it is anyway on Tuesday through Thursday.

We don't need to go through formal governance to achieve this, but wanted to make sure you were sighted and could brief Andy and City Hall as needed.

There's a short (two-page) note attached with some background. A huge thanks to Helen in my team, Dave Arquati and Richard Smith in PTSP for doing the modelling, KAD for working with us to come up with options and the new trains team for doing so much work that hopefully means we won't need the contingency this will provide.

We need to decide this ASAP, and realistically by the end of next week (27 October) if we're to instruct it in time.

Please say if you have any questions.

Tom

Tom Page
General Manager, Docklands Light Railway



Rail and Sponsored Services

From: [Redacted]

Sent on: Tuesday, September 12, 2023 6:49:42 PM

To: Helen Gregory [Redacted]@tfl.gov.uk>; Richard Smith [Redacted]@tfl.gov.uk>; [Redacted]
[Redacted]@keolisameydlr.co.uk>; [Redacted]@Keolisameydlr.co.uk>; Malc
McDonald [Redacted]@tfl.gov.uk>

CC: Binu Sureshbabu [REDACTED]@tfl.gov.uk>; David Arquati [REDACTED]@tfl.gov.uk>; [REDACTED]
[REDACTED]@keolisameydlr.co.uk>

Subject: RE: [EXTERNAL] RE: mileage control

Hi,

Point 4 is not really an option from my perspective, although we have in the past put restricted vehicles together so it is easier to bring them back after the peak the exam cycles would not be aligned and could cause additional issues for the control centre to return them to the depot or they run the risk of being split during the exam process and not put back together

Brgds

[REDACTED]

Mobile : [REDACTED]
Personal mobile: [REDACTED]

KeolisAmey Docklands Ltd
Armada Way, Beckton, London, E6 7FB
t: [REDACTED]
e: [REDACTED]@keolisameydlr.co.uk

<image005.jpg>

This e-mail and any attachments are for the intended addressee(s) only and may contain confidential and/or privileged material.
If you are not a named addressee, do not use, retain or disclose such information.
This email is not guaranteed to be free from viruses and does not bind KeolisAmey Docklands Limited in any contract or obligation.
KeolisAmey Docklands Limited. Registered in England. No: 09113304
Registered Office: 19-21 Hatton Garden, London EC1N 8BA

From: Helen Gregory [REDACTED]@tfl.gov.uk>
Sent: Tuesday, September 12, 2023 4:09 PM
To: Richard Smith [REDACTED]@tfl.gov.uk>; [REDACTED]@keolisameydlr.co.uk>; [REDACTED]
[REDACTED]@Keolisameydlr.co.uk>; McDonald Malc (DLR) [REDACTED]@tfl.gov.uk>
Cc: Binu Sureshbabu [REDACTED]@tfl.gov.uk>; [REDACTED]@keolisameydlr.co.uk>; [REDACTED]@tfl.gov.uk
Subject: RE: [EXTERNAL] RE: mileage control

	Option	Customer impact	Timetabling/other considerations	Potential Mileage savings	
1	Planned short formations at	Main thing to look at here would be crowding, though in theory this should	Short forming STI<>WOA is easy enough operationally, they already are doubles at		

	weekend/ Mondays and Fridays	<p>be limited to certain time periods. It's possible, though, that going from 'seats available' to '1-2 psqm standing' for a much larger portion of the day will add up in journey time and hence revenue impact more than it may initially seems. perhaps the question I will ask is "do we need 3-car Bank <> Lewisham on Sundays?" If we reduced to 2-car, there may be an impact on JTM as we would probably see some crowding on that route (although I suspect not to the point that it would break the DLR Scorecard). That idea would save 12 x vehicles each Sunday. If we applied this through the winter months, is there less leisure traffic on a Sunday than during the summer, therefore is the customer (and JTM) impact less if we do it soon with a view to restoring 3-car if we can next summer?</p>	<p>the weekend. Any other short forming will create issues as we will have lots of singles all over the depots, trains blocked in and/or a massive increase in attachments. Potentially also increasing the risk of failures mainline from coupler issues ?</p>		
2	No Can Bec shuttle	<p>Frequency reductions have a pretty large impact on customer journey time, especially in this case where it would double a lot of wait times. Unlike crowding, where so long as enough seats are available train length doesn't make a difference, this will have an impact at all times where it applies. We could certainly do the analysis; and also sub-sets like cancelling 1 or 2 of the CAT-BEC trains should, in my opinion, be a last resort. Doubling the frequency on the Beckton branch (compared to during the</p>	Easy to remove		

		<p>pandemic) is aimed at stimulating ridership by cutting waiting times. Cutting the shuttle would also impact on our Journey Time Metric performance (which is on the DLR dashboard, and also contributes to the Rail & Sponsored Services dashboard).</p>			
3	<p>Reduce frequency (by cutting runs) off peak/ weekends/ Mondays and Fridays</p>	<p>Would need to work out which runs to cut; could certainly be done. We did do a similar 'cancel each train in turn' activity for Optimisation I should also be avoided, for the same reasons, up to a point. The idea of doing something on Mondays and Fridays is an interesting one - e.g. would running the peak service pattern at 5/10 minute headways instead of 4/8 keep us within acceptable crowding limits (while acknowledging some worsenment of JTM as waiting times are extended)? Alternatively, what would the effect be of curtailing the Stratford <> Lewisham service to run only between Stratford and Canary Wharf on Mondays and Fridays? Again, it impacts on JTM but is less visible to customers as the Lewisham branch would still have a 4-minute peak service.</p>	<p>Easy to remove</p>		
4	<p>Fixed formations of b92s that only run the shorter routes</p>	<p>This is moot from a customer perspective so long as the service specification is being delivered, so no passenger analysis necessary.</p>	<p>is an interesting one (depending on the practicality of the Rolling Stock engineering team being able to manage the fleet such that the B92s are in the right place to cover shorter runs – might look easy “on paper” but may in reality be a logistical nightmare).</p>		

			<p>One spin-off idea from that would be to try to put as many B2007s as possible out on the “all day” runs, and at weekends, and to try to allocate B92s to runs which come in after the morning peak where possible – if that doesn’t disrupt the maintenance schedules. The views of the Rolling Stock team would be essential here</p> <p>the practise of ensuring critical don't stay out for the entire day is already in place (RS give updates to CC regularly on which vehicles, and if possible hold back from service or assign to lower mileage runs). It's not necessarily 100% successful as relies a lot on human interaction and is logistically challenging, but has helped. What we need to remember is that every train that comes in AM peak must go out for the PM peak.</p> <p>The way the schedule works now for optimisation 2, they get a rough 15 hours either way, whether you bring them in after AM peak or send them out all day until PM peak.</p> <p>I’m not sure if there’s anything relating to the schedule for the runs which come in after AM peak could be sent out for PM peak (but then also scheduled to come in after PM peak).</p> <p>Then from a RS perspective, I’m not sure on the effect relating to exam regime/deep cleans/in service issues, etc.</p>		
5	Final idea from me, although not an immediate				

<p>one – during the 2024 summer holiday season (late July to end August), if we ran peak services at 5/10 instead of 4/8, how big an impact would that have on customers (and JTM)? Or would it be too late by then?</p>				

Thanks all for your input.

I would like to get to a point where we can present options to senior management.

Are we able to quantify what potential mileage savings that these options may provide? Malc, would you be able to set up a meeting to discuss any further analysis to complete the table in my absence please?

Thanks,

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

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

From: Richard Smith [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Sent: 11 September 2023 12:17

To: [REDACTED] [@keolisameydlr.co.uk](mailto:[REDACTED]@keolisameydlr.co.uk)>; [REDACTED] [@Keolisameydlr.co.uk](mailto:[REDACTED]@Keolisameydlr.co.uk)>; Malc McDonald

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

Cc: Helen Gregory [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Binu Sureshbabu [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; [REDACTED]

[REDACTED] [@keolisameydlr.co.uk](mailto:[REDACTED]@keolisameydlr.co.uk)>; David Arquati [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Subject: RE: [EXTERNAL] RE: mileage control

Hello Helen and all,

I'd have to take a look at the customer impacts through some analysis, so we'd need to find some time in my work plan for this.

A rough idea of the scale of each is:

1. Planned short formations at weekend/Mondays and Fridays

- Main thing to look at here would be crowding, though in theory this should be limited to certain time periods. It's possible, though, that going from 'seats available' to '1-2 psqm standing' for a much larger portion of the day will add up in journey time and hence revenue impact more than it may initially seems.
2. No Can Bec shuttle
 - Frequency reductions have a pretty large impact on customer journey time, especially in this case where it would double a lot of wait times. Unlike crowding, where so long as enough seats are available train length doesn't make a difference, this will have an impact at all times where it applies. We could certainly do the analysis; and also sub-sets like cancelling 1 or 2 of the CAT-BEC trains.
 3. Reduce frequency (by cutting runs) off peak/weekends/Mondays and Fridays
 - Would need to work out which runs to cut; could certainly be done. We did do a similar 'cancel each train in turn' activity for Optimisation I.
 4. Fixed formations of b92s that only run the shorter routes
 - This is moot from a customer perspective so long as the service specification is being delivered, so no passenger analysis necessary.

Do we have an indication on how far short we could be? Or, alternatively, what would be sensible scenarios of escalating vehicle shortage we could create plans for?

Many thanks,

Richard Smith

Principal Planner | Rail Development | Public Transport Service Planning (PTSP)

Phone: Via Microsoft Teams | 10G7 Palestra, 197 Blackfriars Road, Southwark, London SE1 8NJ | Email: [\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)



From: [\[REDACTED\]@keolisameydlr.co.uk](mailto: [REDACTED]@keolisameydlr.co.uk)

Sent: 11 September 2023 09:27

To: Karl Winstanley1 [\[REDACTED\]@Keolisameydlr.co.uk](mailto: [REDACTED]@Keolisameydlr.co.uk); Malc McDonald [\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk)

Cc: Helen Gregory [\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk); Binu Sureshbabu [\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk); Richard Smith [\[REDACTED\]@tfl.gov.uk](mailto: [REDACTED]@tfl.gov.uk);

[\[REDACTED\]@keolisameydlr.co.uk](mailto: [REDACTED]@keolisameydlr.co.uk)

Subject: RE: [EXTERNAL] RE: mileage control

Hi all,

Just a comment.

Short forming STI<>WOA is easy enough operationally, they already are doubles at the weekend. Any other short forming will create issues as we will have lots of singles all over the depots, trains blocked in and/or a massive increase in attachments. Potentially also increasing the risk of failures mainline from coupler issues ?

Regards

KeolisAmey Docklands Ltd

Castor Lane, Poplar, London, E14 0BL

t: [REDACTED]

e: [REDACTED] [@keolisameydlr.co.uk](mailto:[REDACTED]@keolisameydlr.co.uk)

KEOLIS amey

DOCKLANDS

From: [REDACTED] [@Keolisameydlr.co.uk](mailto:[REDACTED]@Keolisameydlr.co.uk)>

Sent: 07 September 2023 17:05

To: McDonald Malc (DLR) [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Cc: Helen Gregory [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Binu Sureshabu [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; [REDACTED] [@keolisameydlr.co.uk](mailto:[REDACTED]@keolisameydlr.co.uk)>; Richard Smith [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; [REDACTED] [@keolisameydlr.co.uk](mailto:[REDACTED]@keolisameydlr.co.uk)>

Subject: Re: [EXTERNAL] RE: mileage control

Hi Malc,

Regarding option 4, the practise of ensuring critical don't stay out for the entire day is already in place (RS give updates to CC regularly on which vehicles, and if possible hold back from service or assign to lower mileage runs). It's not necessarily 100% successful as relies a lot on human interaction and is logistically challenging, but has helped.

What we need to remember is that every train that comes in AM peak must go out for the PM peak.

The way the schedule works now for optimisation 2, they get a rough 15 hours either way, whether you bring them in after AM peak or send them out all day until PM peak.

I'm not sure if there's anything relating to the schedule for the runs which come in after AM peak could be sent out for PM peak (but then also scheduled to come in after PM peak).

Then from a RS perspective, I'm not sure on the effect relating to exam regime/deep cleans/in service issues, etc.

Kind Regards,

[REDACTED]
Keolis Amey Docklands Ltd

Beckton Control Centre, Armada Way, Approach Road, London, E6 7FB

T: [REDACTED]

E: [REDACTED] [@keolisameydlr.co.uk](mailto:[REDACTED]@keolisameydlr.co.uk)

On 7 Sep 2023, at 16:22, Malc McDonald [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)> wrote:

Hi Helen and all,

Option 2 should, in my opinion, be a last resort. Doubling the frequency on the Beckton branch (compared to during the pandemic) is aimed at stimulating ridership by cutting waiting times. Cutting the shuttle would also impact on our Journey Time Metric performance (which is on the DLR dashboard, and also contributes to the Rail & Sponsored Services dashboard).

Option 3 should also be avoided, for the same reasons, up to a point. The idea of doing something on Mondays and Fridays is an interesting one - e.g. would running the peak service pattern at 5/10 minute headways instead of 4/8 keep us within acceptable crowding limits (while acknowledging some worsenment of JTM as waiting times are extended)? Alternatively, what would the effect be of curtailing the Stratford <> Lewisham service to run only between Stratford and Canary Wharf on Mondays and Fridays? Again, it impacts on JTM but is less visible to customers as the Lewisham branch would still have a 4-minute peak service.

Option 4 is an interesting one (depending on the practicality of the Rolling Stock engineering team being able to manage the fleet such that the B92s are in the right place to cover shorter runs – might look easy “on paper” but may in reality be a logistical nightmare). One spin-off idea from that would be to try to put as many B2007s as possible out on the “all day” runs, and at weekends, and to try to allocate B92s to runs which come in after the morning peak where possible – if that doesn’t disrupt the maintenance schedules. The views of the Rolling Stock team would be essential here

Option 1 – perhaps the question I will ask is “do we need 3-car Bank <> Lewisham on Sundays?” If we reduced to 2-car, there may be an impact on JTM as we would probably see some crowding on that route (although I suspect not to the point that it would break the DLR Scorecard). That idea would save 12 x vehicles each Sunday. If we applied this through the winter months, is there less leisure traffic on a Sunday than during the summer, therefore is the customer (and JTM) impact less if we do it soon with a view to restoring 3-car if we can next summer?

Final idea from me, although not an immediate one – during the 2024 summer holiday season (late July to end August), if we ran peak services at 5/10 instead of 4/8, how big an impact would that have on customers (and JTM)? Or would it be too late by then?

malc

Malc McDonald

Performance Analyst | Docklands Light Railway Limited

Phone: [REDACTED]

Castor Lane, Poplar, London, E14 0BL | Email: [REDACTED] <[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

working partially from home



Usual working hours:

Mondays to Fridays, 10:00 to 18:00

Upcoming leave/absences:

[none booked at present]

My pronouns are [REDACTED]

[Why I use pronouns on my email signature and you should too](#)

From: Helen Gregory [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>

Sent: 06 September 2023 18:16

To: Malc McDonald [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; Binu Sureshabu [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; [REDACTED] [@keolisameydlr.co.uk](mailto:[REDACTED]@keolisameydlr.co.uk)>; Richard Smith [REDACTED] [@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)>; [REDACTED] [@Keolisameydlr.co.uk](mailto:[REDACTED]@Keolisameydlr.co.uk)>

Subject: mileage control

Hi all

Given the uncertainty around the scrap page of the b92s lining up with trains 3+ I think we need to consider some mileage control scenarios. I'm looking to populate the following table plus any other ideas. I think it's best to consider and act sooner in a controlled way than later when our options are diminished. Help much appreciated.

1. Planned short formations at weekend/Mondays and Fridays
2. No Can Bec shuttle
3. Reduce frequency (by cutting runs) off peak/weekends/Mondays and Fridays
4. Fixed formations of b92s that only run the shorter routes

Richard, would the passenger data support any of these options would have minimal or low customer impact?

Are you able to calculate mileage that would be saved for each or is that a Ronan question?

Thanks,

Helen Gregory CEng MICE

Head of Operations, Docklands Light Railway

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



Rail and Sponsored Services