

Transport for London

Minutes of the Underground Advisory Panel

Boardroom, 14th Floor, Windsor House, London
2.00 pm, Tuesday 6 November 2007

Members

Peter Hendy	Chair, Commissioner
Stephen Glaister	Vice-Chair, Board Member
Christopher Garnett	Board Member
Kirsten Hearn	Board Member
Patrick O'Keeffe	Board Member
Tim O'Toole	Managing Director, London Underground
Dabinderjit Singh Sidhu	Board Member
Tony West	Board Member

In attendance

Peter Anderson	Board Adviser
Lord Toby Harris	Board Adviser (for part)
Murziline Parchment	Board Adviser

Staff

Mike Brown	Chief Operating Officer, London Underground
Howard Carter	General Counsel
Stephen Critchley	Chief Finance Officer
Ellen Howard	Director of Corporate Governance
Barry Hutton	Head of Finance, London Underground
David Proctor	Corporate Governance Development Manager
Paul Kilius-Smith	Head of Operational Upgrades, London Underground
David Waboso	Director of Engineering, London Underground
Bob Wall	Infrastructure Programme Manager, London Underground
Victoria Moss	Secretariat

45/11/07 Apologies and Declarations of Interest

Apologies had been received from Honor Chapman, Bryan Heiser and Steve Allen, who Stephen Critchley was representing.

Christopher Garnett declared his involvement with the Olympic Delivery Authority. No other interests were declared.

46/11/07 Minutes of the Meeting Held on 9 May 2007

The minutes of the meeting held on 9 May 2007 were approved as a correct record and signed by the Chair.

47/11/07 Matters Arising and Actions List

It was noted that the action on the London Underground Carbon Emissions Reduction Plan was due for completion in December 2007. All other actions had been completed.

48/11/07 Managing Director's Performance Report

Tim O'Toole introduced the report stating that performance was stronger and now closer to the levels achieved prior to the summer of 2006. This improved performance had been achieved despite the eight per cent year on year growth in passenger journeys to 1.1 billion.

The recent Central Line derailment had ended a record run of 37 months without an in-service derailment, the longest period since records had been kept. Since TfL had taken over from Metronet, safety statistics had improved and all key performance indicators were stronger. The Panel was also pleased to note the improvement in staff attendance figures.

With regards to the performance of individual lines:

- It was noted that performance on the Northern Line had been due in part to poor rolling stock reliability but that performance was expected to improve.
- Following some initial signalling issues, performance on the Waterloo and City Line was now encouraging.
- There had been some issues with motors on the Central Line and the fleet would be monitored.
- A fleet summit had been organised to address train reliability on the Bakerloo line and to understand where investment in the line was being allocated.
- The recent performance of the Victoria Line occurred because maintenance was not addressed in advance by the Infracore.

The Panel agreed that TfL's position be defended robustly at the Transport Select Committee.

The Panel noted the report.

49/11/07 Victoria Line Upgrade

Bob Wall gave a presentation on the Victoria Line Upgrade explaining that a very busy period lay ahead with a predicted overall increase in peak capacity of 28.5 per cent network-wide by 2020. The contract end date for the Victoria Line upgrade was 2013 but completion in November 2011 was the aim. The improvements would mean full accessibility and exceed legislative requirements. The Victoria Line, unique in its automatic signalling system, would require all signalling work to be completed before new trains could be put into operation. The scheduling of the various upgrade stages, such as signalling and fleet roll-out, was noted.

Metronet and London Underground were working together to ensure that Westinghouse remained on target for the software delivery. This was being managed by the use of comprehensive matrices to track every phase. While

Westinghouse had failed to deliver on the Jubilee Line there had been significant changes since that time, particularly the outsourcing of software development to specialists. Westinghouse had an incentive of an uplift in payment on delivery.

It was acknowledged that test time in engineering hours was restrictive but a great deal of effort had been put into reliability improvement which would be significant. There had been a major track refurbishment and the tunnel cleaning had been completed in anticipation of the new trains. All four parties had agreed the recovery plan.

In discussing staff acceptance of changes, the Panel was informed that line management was involved and supportive. Although there had been assurances over the level of staffing in stations, there was, nevertheless, concern over ticket office closures. However, overall, there would be increases in staffing with a shift to more skilled and better paid opportunities.

The next key deliverable date was March 2008 when the signalling would be validated to enable train testing. The production of rolling stock would start in 2008. All payments would be made on delivery and the Panel was reassured that a formal sign-off and monitoring procedure was in place.

The Panel noted the report and the presentation.

50/11/07 Line Upgrades: Operational Readiness

Paul Kilius-Smith gave a presentation on line upgrades stating that the biggest challenge was to keep London moving while implementing the changes. When upgrades to different lines happened simultaneously it presented network-wide co-ordination challenges. A discussion about the new signalling systems that would be delivered as part of the line upgrades was held including whether it would be beneficial to have one signalling system for the Tube. The Panel was briefed on the new single Sub Surface Rail (SSR) Control Centre which would be based in Hammersmith. 190 new trains were planned for the network from late 2009 onwards.

It was noted that in addition to asset challenges, there were a number of significant people challenges. HRS had been involved to help model the significant recruitment and redeployment required. It was acknowledged that lessons had been learnt at the East London Line on how to manage successful redeployment.

There were three Network workstreams, namely strategy, integration and resilience. The points where operational financial decisions were being made would be identified and planning shared in order to mitigate risk. The Panel questioned whether external consultants could add value. While it was acknowledged that it would probably be impossible to find any consultants with the knowledge and expertise to rival what was already in-house, it could be helpful to have an external review of the programme management and audit arrangements.

[ACTION: Tim O'Toole]

It would be important to ensure sufficient potential capacity in the bus services to support Network service delivery. The Panel was also reminded of the five year National Rail HLOS Programme, and the additional pressure of the population increasing above government estimates. The overall line upgrade programme was a

very positive development but it presented challenges partly due to historic under funding.

The Panel noted the report and the presentation.

51/11/07 Any Other Business

There being no further business, the meeting closed at 4.15pm.

The next scheduled meeting would be held on 13 February 2008 at 10.00am.

[Note: The meeting was subsequently rearranged to 15 February 2008 at 10.00am].

Chair: _____

Date: _____