

Transport for London

UNDERGROUND ADVISORY PANEL

Meeting No. 18 to be held on Wednesday 4th October 2006 at 1400 hrs
In the Boardroom, 14th Floor, Windsor House,
42-50 Victoria Street,
London SW1H 0TL

AGENDA

1. Apologies for Absence -
2. Minutes of Meeting No 17 held on 6 June 2006 -
3. Matters Arising and Outstanding Items -
4. Business Plan (presentation) **Jay Walder/Tim O'Toole**
To be sent to the Board and released when approved
5. Managing Director's Report **Tim O'Toole**
6. Strategic Workstreams (presentation) **Barry Hutton**
7. Amendments to the LU and DLR Bye Laws **Howard Carter**
8. Any Other Business

Date of next meeting: Wednesday 13th December 2006 at 1400hrs

Transport for London

MINUTES OF THE UNDERGROUND ADVISORY PANEL MEETING No 17 held at 2.30pm on Tuesday 6th June 2006 in Windsor House

Present:

Panel Members: Peter Hendy (Chair)
Stephen Glaister (Vice Chair)
Honor Chapman (Board Member)
Kirsten Hearn (Board Member)
Tim O'Toole (Managing Director, LUL)
Tony West (Board Member)

Board Advisors: Lord Toby Harris
Murziline Parchment

TfL Officers: Richard Browning (Head of Group Business Planning & Performance TfL)
Isabel Dedring (Director of Policy Unit)
Peter McGuirk (Interim Director of Governance & Assurance)

LUL Officers: Sarah Atkins (Head of LU Legal)
Mike Brown (Chief Operating Officer)
Stephen Doherty (Events & Closures Manager)
Barry Hutton (Head of Business Planning & Performance)
Walter Roux (Head of Knowledge Management)
Peter Zuk (Chief Programmes Officer)

Secretary: Mandy Watts

ACTION

08/06/06 APOLOGIES FOR ABSENCE

Apologies for absence were received from Bryan Heiser, Naomi Connell, Jay Walder, Gareth John, Stephen Critchley, Duncan Symonds, Yvonne Howard and Valerie Todd.

09/06/06 DECLARATION OF INTERESTS

None declared.

10/06/06 MINUTES OF MEETING NO 16

The minutes of the Underground Advisory Panel held on the

2nd February 2006 were **approved** subject to an amendment for Minute 03/02/06 to read;

“MINUTES OF MEETING NO 15

*The minutes of the Underground Advisory Panel held on 15th November 2005 were **approved.**”*

11/06/06 MATTERS ARISING AND OUTSTANDING ITEMS

Industrial Relations – a revised graph showing the number of shifts lost due to industrial action over the last decade has been circulated to the Board members on the 17th May 2006.

12/06/06 LUL PERFORMANCE 2005/6

The Panel received the Managing Director’s Performance report for the year ended 31st March 2006. The Panel also received a presentation on Infraco Performance for 2005/06. The Panel **noted** the report and the presentation.

Tim O’Toole gave an explanation to the Panel concerning an incident in May when a number of passengers had been unable to disembark from a train on the Victoria Line for a number of hours during the night. He explained that LUL had apologised to the passengers, wherever possible and had offered compensation. He also explained the actions taken in response to the incident. The Panel asked that a similar explanation be given to the TfL Board at its next meeting.

Tim O’Toole

13/06/06 CLOSURE PROCEDURES

The Panel noted a presentation from Stephen Doherty concerning closure procedures on London Underground, including a “Look-ahead Report” tabled at the meeting covering the period from June to November 2006.

The Panel welcomed the significant reassurance provided through the presentation, demonstrating a very thorough approach to a complicated matter on the part of LUL.

A member asked about TfL’s arrangements for ensuring that bus contractors engaged to support closures complied with TfL legal and contractual requirements. Peter Hendy suggested that a paper be submitted to the next meeting of this Panel and the Surface Advisory Panel addressing this.

Claire Kavanagh
(Director of
Performance,
Surface Transport)

Murziline Parchment felt that the Mayor would be interested to know how professionally closures were dealt with.

14/06/06 CLIMATE CHANGE

The Panel noted a presentation given by Isabel Dedring on tackling climate change. LUL was London's largest single user of electricity, accounting for 3.5% of total London electricity usage and a number of options were available to reduce CO₂ emissions from the Underground. However, this needed to be set in the context of overall CO₂ emissions and, for example, just adding in CO₂ from aviation tripled London's transport emissions.

15/06/06 ANY OTHER BUSINESS

In response to a question, Peter Hendy and Tim O'Toole explained the position regarding the London Assembly Report on 7th July 2005, which had been issued the day before this meeting. TfL had not been given an advance copy of the report, which contained a number of factual inaccuracies and suggested a number of actions which would be counter-productive. Steps would be taken to set the record straight either on behalf of TfL alone or in concert with other members of London Resilience who had also been criticised in the Assembly Report.

It was very disappointing that the fact London's exemplary performance on that day had been buried in the Report and also that the Report gave undue emphasis to individual acts of personal heroism and neglected to recognise the very significant role of training and competence.

The Panel **agreed** that a paper would be submitted to the 28th June 2006 TfL Board setting the record straight on these matters.

Peter Hendy

Kirsten Hearn raised a matter on behalf of Bryan Heiser, who had been unable to attend the meeting. This concerned the opening event for Kings Cross Western Ticket Hall, held on the 25th May 2006. The lift doors had been working for the event but the lift itself was not working and this had impacted on accessibility for the event. Tim O'Toole apologised for this and agreed to investigate.

Mike Brown

In response to a question, Tim O'Toole explained the problems being experienced on the Underground arising from problems' with Metronet's performance. Necessary destressing work had not been completed in time and this

was resulting in service disruptions on various parts of the Underground network. The Panel **agreed** that a paper should be submitted to the Board at its next meeting explaining the problems with heat stress on the sub-surface railway.

Tim O'Toole

There being no further business the meeting closed.

Signed: _____ (Chair)

UNDERGROUND ADVISORY PANEL

OUTSTANDING ITEMS REPORT AND ACTION LIST AS AT SEP 2006

OUTSTANDING ITEMS

TARGET MEETING DATE:	DESCRIPTION	ACTION BY:	MINUTE NO: MEETING NO:
AGENDA 04.10.06	Managing Directors Report	Tim O'Toole	Standing item

ACTION LIST FROM THE LAST MEETING (AND EARLIER)

TARGET MEETING DATE:	DESCRIPTION	ACTION BY:	MINUTE NO: MEETING NO:	STATUS:
06.06.06	<u>Industrial Relation:</u> Circulate graph of shifts lost to industrial action	Tim O'Toole	05/02/06 Mtg. No. 16	Circulated 17/05/06
04.10.06	<u>Closure Performance</u>	Clare Kavanagh	13/06/06 Mtg.No 17	Ongoing
04.10.06	<u>LUL Performance</u> Explanation of incident in May on Victoria Line to be given to TfL Board at a future meeting	Tim O'Toole	12/06/06 Mtg. No.17	Completed
04.10.06	<u>Kings Cross Western Ticket Hall</u> Investigation about lift doors not working properly on 25 May 2006	Mike Brown/Tim O'Toole	15/06/06 Mtg. No.17	Ongoing

London Underground Limited

Managing Director's Performance Report To the Underground Advisory Panel

To Period 5 2006/07, ended 19 August 2006



**London Underground Period Performance Report
To Period 5 2006/07
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**London Underground Period Performance Report
To Period 5 2006/07
Executive Summary**

This report covers London Underground's operational and service performance, financial results, asset performance, and PPP contract performance over the first five periods of 2006/07. The timing of this meeting is such that it precedes completion of the period 6 (Quarter 2) results. The agenda for the December meeting of the Panel will make provision for a full discussion of 2006/07 performance to date.

In view of the continued strength of traffic revenue the forecast has been increased by £20 million this period. In parallel with this, the annual forecast for passenger journeys has risen to over 1 billion for the first time ever. No other changes have been made to the financial forecast pending the full Quarter 2 update next period.

Despite an improvement this period, the stations, trains and closures elements of excess journey time continue to perform outside their respective target levels. Currently only two lines – the Central and East London – are performing within their overall excess journey time targets. Most lines are experiencing higher levels of unplanned closures than they did last year; notable this period was the level of severe disruption associated with suicides, with five such fatalities due to persons under trains.

This period's improvements in journey time and percentage of schedule were achieved despite an increase in the number and impact of signal failures which particularly affected the Northern, Victoria and Piccadilly lines.

The first four periods of this year have seen an adverse trend in SPADs following a long term downward trend since the beginning of 2004/05. There have been 66 Category 'A' SPADs in each of the last two periods and the total of 281 for the year to date is significantly worse than target.

The total Lost Customer Hours (LCH) attributed to Infracos for the year to date is a little higher than the target although at the time the data in the report was extracted around one-third of this total remained in abeyance i.e. still subject to contractual agreement.

Staff turnover to date has been lower than expected, as has recruitment to achieve budgeted growth in staff numbers. This limits our ability to achieve targeted changes in workforce composition. Temporary staff numbers have remained relatively constant, although they are forecast to reduce significantly by year-end. HR and Finance are leading a process with all Directorates to facilitate this reduction.

**London Underground Period Performance Report
Performance Scorecard - Period 5 2006/07**

2005/06 Actual	Measures	Reporting Frequency	Unit	Period 5			Year to Date			Annual Target	Year Forecast
				Actual	Budget	Variance	Actual	Budget	Variance		
Customer Service											
78	CSS Overall Evaluation	Quarterly	Score				78	78		78	
7.47	Excess Journey Time (Weighted)	Period	Minutes	7.62	6.92	(0.70)	7.91	6.92	(0.99)	6.92	
0.2	% Peak Train Cancellations due to ONAs	Period	%	0.2	0.6	0.4	0.1	0.6	0.5	0.6	
68,821	Kilometres Operated	Period	000's	5,306	5,464	(158)	26,626	26,974	(348)	70,901	70,553
93.6	% of Schedule Operated	Period	%	94.2	95.2	(1.0)	94.4	95.2	(0.8)	95.2	94.9
Safe											
2	Customer Fatalities	Period	No.	0	n/a	n/a	2	n/a	n/a	max 4	
117	Customer Major Injuries	Period	No.	9	n/a	n/a	46	n/a	n/a	max 109	
10	Employee Major Injuries	Period	No.	0	n/a	n/a	3	n/a	n/a	max 6	
Infrastructure											
81	Delivery Milestones	Period	%				89	80	9	80	97
15.39	PPP Lost Customer Hours	Period	Million	1.45	1.22	(0.23)	6.28	6.12	(0.16)	15.84	
Commercial											
971.1	Passenger Journeys	Period	Million	76.5	75.4	1.1	389.0	388.4	0.6	980.0	1,021.2
98.6	Efficiencies	Quarterly	£m				16.4	13.0	3.4	65.0	66.6
1,142.8	Net Cost of Activities	Period	£m	82.0	113.3	(31.3)	402.5	542.4	(139.9)	1,351.7	1,235.1
People											
94.7	Attendance	Period	%	95.1	95.7	(0.7)	95.3	95.7	(0.4)	95.7	
13,805	Headcount	Period	No.	13,681	14,113	432				14,120	14,035
29.5	Temporary Staff % (Exc CS & BTP)	Period	%	29.7	22.7	(7.0)				22.8	20.1
18.2	Workforce Composition (Women)	Period	%	18.4	18.7	(0.3)				19.5	18.8

Section 1

Service Performance

**London Underground Period Performance Report
To Period 5 2006/07
Service Summary**

	Period 5											
	Excess JTM mins.	km v schedule %	Peak trains in service %	Peak train ONAs no.	Cat 'A' SPADs no.	Attendance %						
Bakerloo	4.26	↑	96.6	↑	97.2	↑	1	↓	3	↑	94.4	↓
Central	5.82	↑	97.0	↓	98.4	↑	8	↓	3	↓	94.4	↓
Victoria	5.81	↑	92.7	↑	96.8	↑	1	↔	4	↓	94.3	↑
Circle	7.17	↑	92.4	↑	91.1	↓	1	↑	9	↓	95.0	↓
Hammersmith & City					96.6	↑	0	↔				
District	5.52	↑	96.4	↑	97.4	↑	9	↓	10	↓	94.6	↓
East London	0.90	↑	99.8	↑	100.0	↑	0	↔	0	↔	94.5	↓
Metropolitan	8.04	↑	95.4	↑	95.7	↑	4	↓	2	↑	95.4	↑
Jubilee	5.40	↑	96.6	↑	98.7	↑	5	↓	5	↑	93.8	↓
Northern	5.93	↑	88.7	↑	96.0	↓	12	↓	15	↓	95.2	↑
Piccadilly	6.37	↑	93.0	↑	95.9	↑	0	↑	15	↑	94.5	↑
Total Lines	7.62	↑	94.2	↑	96.8	↑	41	↓	66	↔	94.7	↓

	Year to Date					
	Excess JTM mins.	km v schedule %	Peak trains in service %	Peak train ONAs no.	Cat 'A' SPADs no.	Attendance %
	4.98	95.8	96.5	1	11	94.7
	5.23	97.6	98.2	9	7	95.5
	6.16	95.3	97.7	2	4	94.4
	7.39	91.9	93.3	6	33	94.9
			95.9	0		
	5.98	95.2	96.4	26	35	94.9
	1.15	98.8	99.6	3	3	94.7
	7.91	96.0	96.0	4	19	95.4
	5.81	96.8	98.6	10	40	94.3
	6.56	88.8	97.3	22	71	94.7
	6.11	93.8	96.1	11	58	94.9
	7.91	94.4	97.0	94	281	94.9

Key:

Comparison with budget or target

	5% or more adverse to budget or target
	Within 5% of budget or target
	Better than or equal to budget or target
	No budget or target

Comparison with previous period

↔	Same
↑	Better
↓	Worse

**London Underground Period Performance Report
To Period 5 2006/07
Demand and Revenue**

Passenger Journeys for the period are reported at 76.5 million; this is 1.1 million (1.4%) above the budget which anticipated 980 million journeys for the year as a whole. It is currently forecast that journeys for the year will be higher than budget, breaking the 1 billion mark for the first time.

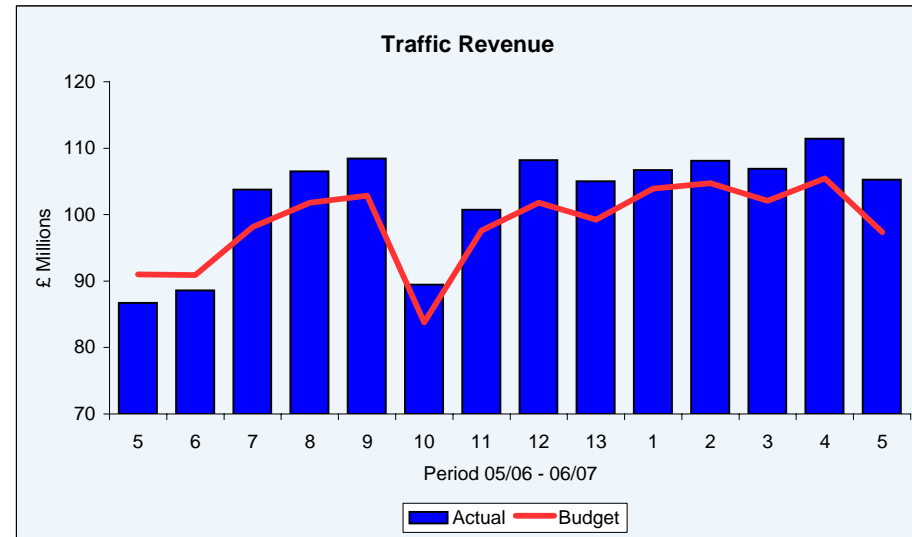
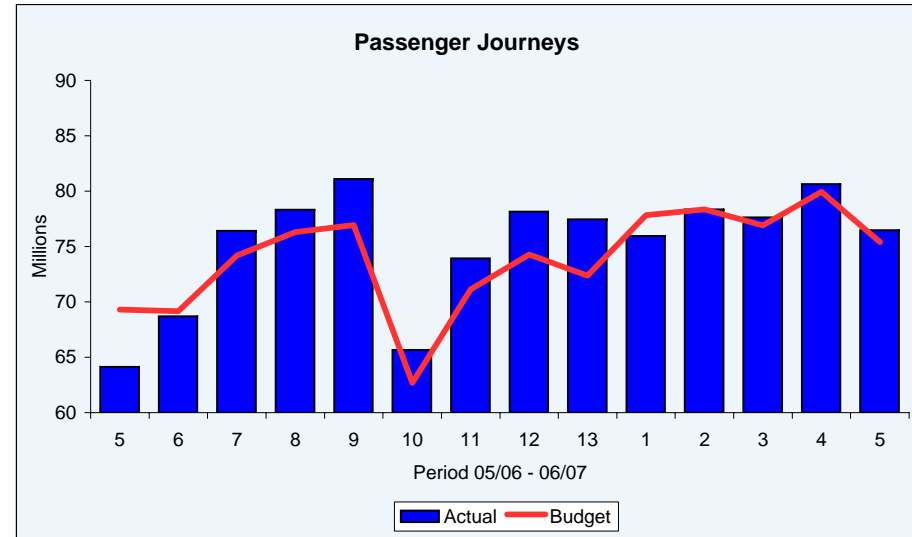
Traffic Revenue was above budget this period by £7.9 million taking the variance for the first 5 periods to £24.8 million above budget.

By ticket product, Ordinary ticket revenue remains around £3 million per week, a level that has been broadly consistent since the January 2006 fares revision. During the last few periods, Oyster PAYG (Pay as you go) growth has stalled. Reported PAYG revenue remains around £6 million per week whilst sales are around £7 million per week.

A decline in Peak Travelcard sales seen in the previous period appears to have halted when looking at seasonally adjusted trends. Products used predominantly by discretionary users (One & Three Day Off-Peak Travelcards) have continued to decline when analysed in this way.

For Travelcard Seasons, weekly tickets have shown further growth over recent weeks. With Monthly tickets however, recent weeks appear to have shown a decline although this may be due to an element of switching to shorter ticket validities during the summer holiday season.

In view of the continuing strength of revenue, the full year forecast has been increased by £20 million to £1,412 million.



**London Underground Period Performance Report
To Period 5 2006/07
Excess Journey Time**

Excess improved by 1.32 minutes this Period compared to last with all components apart from ticket purchase recording an improvement. A fall in passenger demand led to reduced station congestion and reduced on train crowding and therefore lower excess AEI and trains time. A corresponding fall in ticket sales failed to translate into improved ticket purchase times as any potential benefit was outweighed by a fall in ticket window availability.

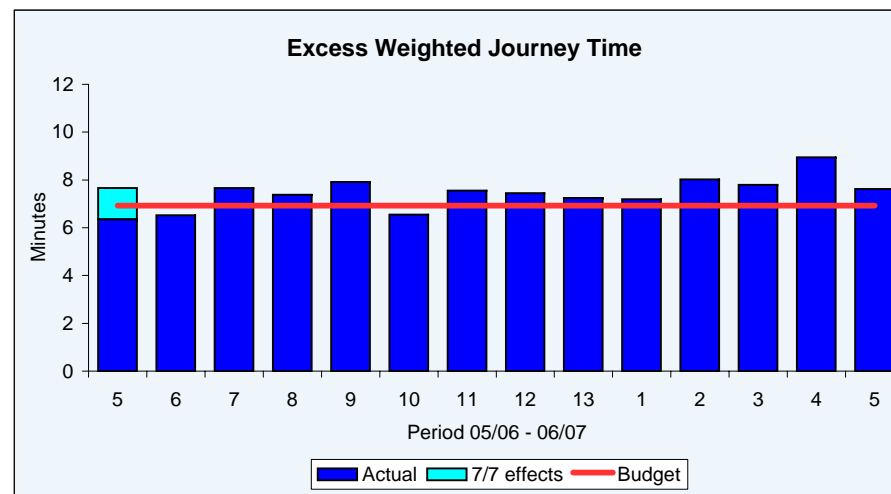
Despite this period's improvement, stations, trains & closures excess continue to perform outside their respective target levels. As a consequence overall excess is averaging 7.91 minutes this year to date which is 0.99 minutes worse than target. Currently only two lines – the Central and East London – are performing within their overall excess journey time targets.

Most lines are experiencing higher levels of unplanned closures than they did last year. These instances of severe disruption exert a strong influence on the lines' ability to operate the timetabled train service and consequently most lines are also missing their trains time targets.

Around one quarter of this period's improvement in trains excess was due to a fall in demand. There was also a reduction in the impact of fleet failures particularly on the Victoria, Bakerloo and Jubilee lines although on the C&H the impact of fleet failures is at its highest level in over two years. Conversely the impact of signal failures increased, notably on the Victoria and Northern lines.

Excess ticket purchase increased marginally despite a fall in ticket sales. Queue times are the highest for 4 years, caused by a rise in transaction times and a reduction in the level of window availability which has been falling since period 11 of last year.

While the overall closures excess fell this period, a notable feature is the level of severe disruption associated with 'customer suicide or illness / accident' which is at its highest level since the CuPID database was set up seven years ago. Three of the top ten unplanned closure incidents were due to persons under trains at Marble Arch, Tottenham Hale and Queen's Park.



Excess Journey Time by Component (minutes)

	Period 4	Period 5	Budget	Variance
Trains	5.74	4.67	4.18	(0.49)
Stations	2.43	2.29	2.24	(0.05)
Closures	0.78	0.66	0.50	(0.16)
Total	8.94	7.62	6.92	(0.70)

Excess Journey Time by Line (minutes)

	Period 4	Period 5	Budget	Variance
Bakerloo	5.66	4.26	4.89	0.63
Central	6.38	5.82	5.57	(0.25)
Victoria	7.70	5.81	5.36	(0.45)
District	6.82	5.52	4.91	(0.61)
Metropolitan	9.17	8.04	7.07	(0.97)
Circle & Hammersmith	8.36	7.17	6.61	(0.56)
East London	1.09	0.90	1.92	1.02
Jubilee	6.46	5.40	5.28	(0.12)
Northern	6.72	5.93	6.14	0.21
Piccadilly	6.56	6.37	5.07	(1.30)
Network	8.94	7.62	6.92	(0.70)

**London Underground Period Performance Report
To Period 5 2006/07
Trains in Peak Customer Service**

The overall percentage of peak trains improved to 96.8% (97.1% excluding “non attributable” cancellations).

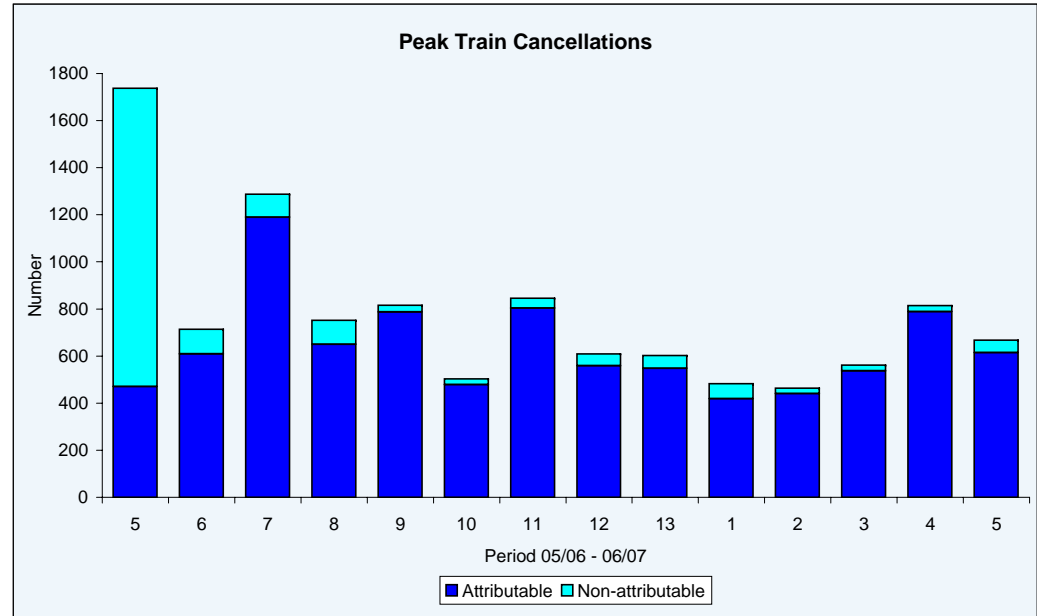
The total number of peak train cancellations due to defective or unavailable rolling stock showed little change, remaining above 200 for the second successive period, with improvements on the Bakerloo, Piccadilly, Metropolitan and District lines being offset by a sharp increase on the Circle line.

Signal failures were the main cause of peak train cancellations this period, the total of 270 cancellations attributed to this cause being the highest for at least 10 years. The principal incidents affecting peak services occurred at Clapham Common (Northern line) on 8 and 11 August, at Arnos Grove (Piccadilly line) on 17 August and Stepney Green (District line) on 15 August.

Completion of rail stressing and a fall in temperatures meant that the number of cancellations attributed to track was greatly reduced. The Metropolitan was the only line to record a significant number of track-related cancellations; these were due to points at Harrow on the Hill being out of commission over the first two weeks of the period.

‘Other’ cancellations on the Victoria line were due to a special service introduced following an earlier defective train at Brixton on 24 July while those on the Piccadilly line were due to a SPAD on 26 July and service requirements on 28 July.

The principal “non-attributable” incident was a person under a train at Harrow on the Hill on 17 August which caused 13 peak cancellations on the Metropolitan line.



Peak Train Cancellations by Cause - Period 5

	Attributable					Non Attrib.	Total	% Run
	ONA	Stock	Signals	Track	Other			
Bakerloo	1	24	0	1	3	6	35	97.2
Central	8	32	4	1	4	0	49	98.4
Victoria	1	2	18	3	19	5	48	96.8
Waterloo & City (line closed)								
District	9	22	43	4	5	3	86	97.2
Metropolitan	4	17	9	25	6	20	81	95.7
Circle	1	41	5	0	1	2	50	91.1
Hammersmith & City	0	9	8	0	4	1	22	96.6
East London	0	0	0	0	0	0	0	100.0
Jubilee	5	12	4	0	1	3	25	98.7
Northern	12	28	89	6	7	3	145	96.0
Piccadilly	0	14	90	2	10	10	126	95.9
Network	41	201	270	42	60	53	667	96.8

**London Underground Period Performance Report
To Period 5 2006/07
Train Kilometres and Percentage of Schedule**

All lines apart from the Central, which nevertheless maintained its position as the best performing major line, improved on their previous period's performance.

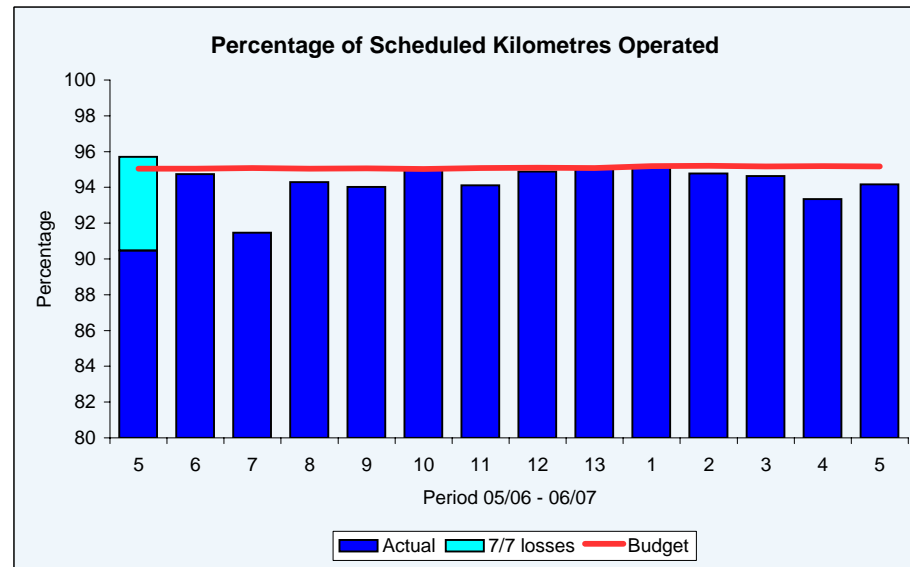
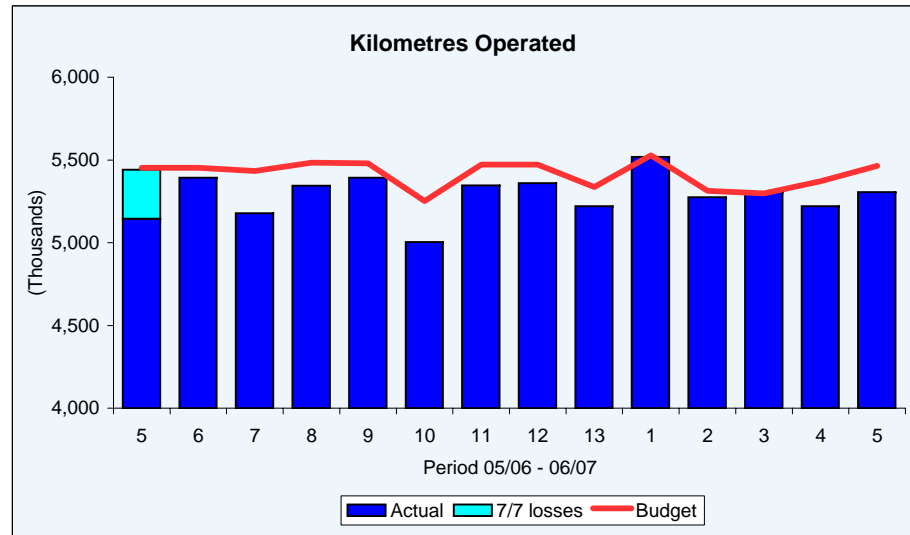
After averaging 93% of schedule over the first two weeks of the period the Northern line suffered a series of signalling problems in the third week, the most disruptive of which was a signal cable failure at Clapham Common on 8 August which resulted in the line operating only just over half its scheduled kilometres on that day. In the fourth week staff shortages, defective trains and signalling problems at Edgware depressed the line's performance.

A special service operated on the Piccadilly line on 17 August following a points failure at Arnos Grove and an LFB investigation near Hyde Park. A defective trainstop and a security alert added to the day's disruption, resulting in operation of only some two thirds of scheduled kilometres. Other incidents affecting the line's performance included a landslide near Boston Manor, defective trains at Barons Court and Russell Square and signal failures at various locations.

Signal track circuit failures were the main cause of lost service on the Victoria line. There were also several customer incidents including a person under a train at Tottenham Hale on 24 July an a person on the track at Victoria on 10 and 11 August.

The principal incidents causing below budget performance on the Jubilee line were power problems at Baker Street on 23 July, signal problems at Kilburn and Queensbury on 24 July and a signal failure at Bermondsey on 30 July.

A person under a train at Harrow on the Hill on 17 August contributed to the Metropolitan line's small shortfall against budget.



Percentage of Schedule by Line

	Period 4	Period 5	Budget	Variance
Bakerloo	94.4	96.6	94.9	1.7
Central	97.3	97.0	95.6	1.4
Victoria	92.3	92.7	95.4	(2.7)
Circle & Hammersmith	89.7	92.4	90.1	2.3
District	95.8	96.4	96.3	0.1
East London	99.4	99.8	98.5	1.3
Metropolitan	93.8	95.4	95.8	(0.4)
Waterloo & City (line closed)	n/a	n/a	n/a	n/a
Jubilee	96.2	96.6	97.3	(0.7)
Northern	87.9	88.7	94.4	(5.7)
Piccadilly	92.1	93.0	94.3	(1.3)
Network	93.3	94.2	95.2	(1.0)

Section 2

Safety

**London Underground Period Performance Report
Safety Scorecard - Period 5 2006/07**

Measures	Reporting Frequency	Unit	Period 5			Year to Date			Annual Target
			Actual	Budget	Variance	Actual	Budget	Variance	
Audits - Station Operations	Period	%	74	70	4	70	70	0	70
Audits - Train Operations	Period	%	69	69	0	71	69	2	69
Confirmed Fires	Period	No.	20	22	2	111	110	(1)	285
Customer Fatalities	Period	No.	0	n/a	n/a	2	n/a	n/a	max 4
Customer Major Injuries	Period	No.	9	n/a	n/a	46	n/a	n/a	max 109
Employee Major Injuries	Period	No.	0	n/a	n/a	3	n/a	n/a	max 6
Employee/Contractor Fatalities	Period	No.	0	0	0	0	0	0	0
Lost Time Injuries	Period	No.	50	47	(3)	231	233	2	606
LUSATS - Overdue Actions	Period	No.	3	0	(3)	n/a	n/a	n/a	0
Platform Train Interface (PTI)	Period	No.	48	53	5	258	266	8	691
Section 12 Contraventions	Period	No.	1	0	(1)	2	0	(2)	0
SPADs - Category A (Number)	Period	No.	66	45	(21)	281	224	(57)	579
SPADs - Other	Period	No.	14	14	0	73	70	(3)	181
Workplace & Work-Related Violence	Period	No.	160	n/a	n/a	716	n/a	n/a	n/a

LUSATS

Two of the overdue (red) actions this period relate to the provision of programmes for the implementation of lift familiarisation on operational stations with old type lifts. Programmes were submitted by the required date. However, the information provided did not meet the intent of the improvement action. The responsible managers are now working on the required amendments, which will be completed by the end of period 6. The third action within SQE relates to the implementation of the Technical Assurance Programme. The responsible manager has decided to maintain the action at RED status to maintain a high level of visibility. The progress of the action is to be discussed at the next Safety Review Group.

Section 12 contraventions

South Kensington - maintenance and testing of fire-fighting equipment.

SPADs

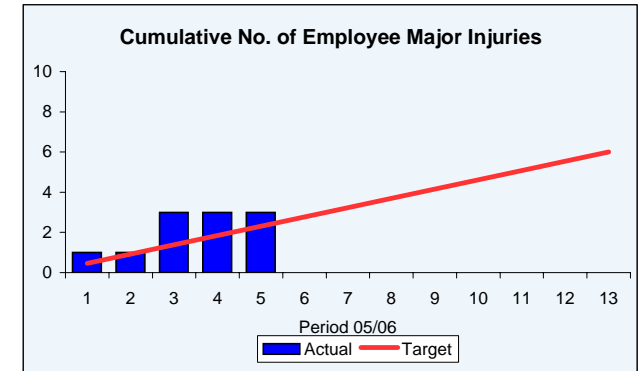
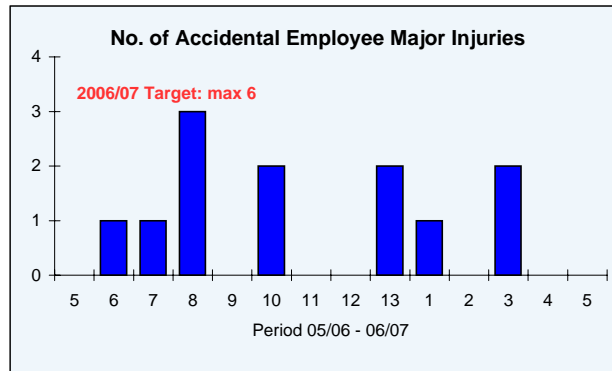
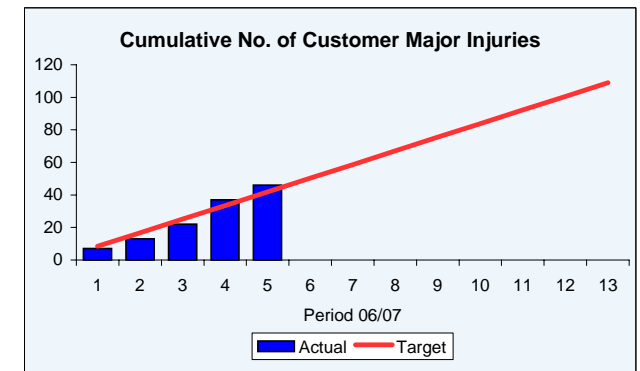
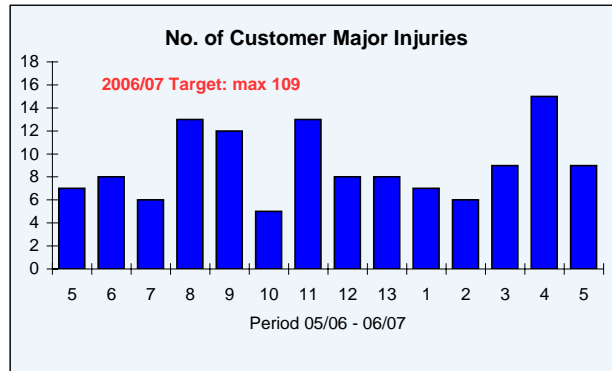
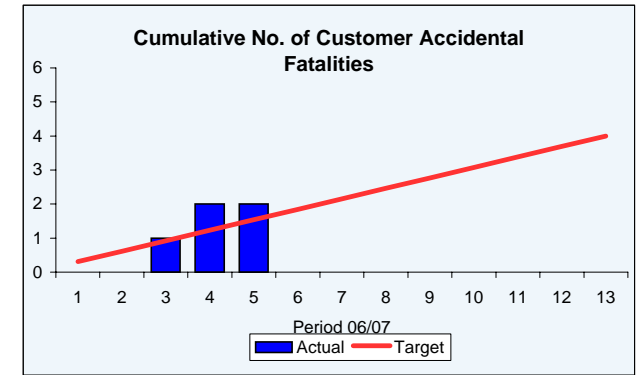
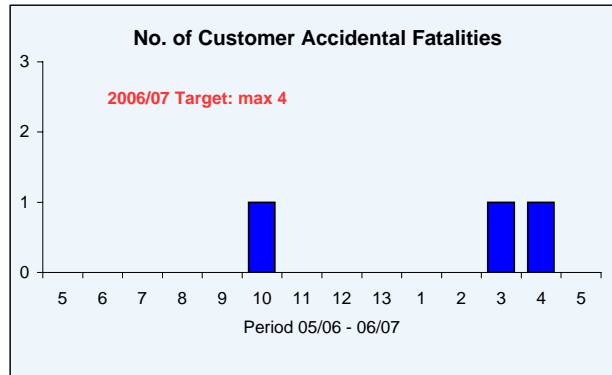
There were 82 reported SPADs in total this period. The numbers of Category A SPADs have stabilised at an average of 61 per period since Period 2. However, the last two periods have seen above average increases with 66 recorded in periods 4 and 5. The Bakerloo, Central, Victoria, Piccadilly, Circle & Hammersmith and District lines recorded above average numbers of Cat A SPADs this period.

**London Underground Period Performance Report
To Period 5 2006/07
Customer & Employee Safety**

There were no accidental fatalities in the period, although train services were disrupted by 5 fatalities due to suicides. The two accidental fatalities in earlier periods were at Ealing Broadway, where a 14-year-old youth was electrocuted whilst attempting to cross the track from platform 8 to platform 9, and at East Acton, where a person was hit by a train when apparently trying to recover property from the track.

There were 9 reported major injuries to customers in period 5 of which 5 were due to falls on stairs/escalators, 1 occurred at the platform/train interface, 2 on platforms, and 1 on train.

In period 5 there were no reported major injuries to LU staff.



Section 3

Financial Results

London Underground Period Performance Report
Financial Summary to Period 5 2006/07

Activity	Current Period			Year to Date			Full Year		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Forecast £m	Budget £m	Variance £m
Traffic Revenue	(105.3)	(97.4)	(7.9)	(538.3)	(513.6)	(24.8)	(1,412.0)	(1,372.0)	(40.0)
Secondary Revenue	(7.4)	(7.6)	0.2	(37.0)	(38.9)	1.9	(99.8)	(105.5)	5.6
Operations									
Customer Services	38.3	38.0	0.3	190.0	190.6	(0.6)	498.9	495.3	3.6
BT Police	3.4	3.6	(0.2)	17.8	18.0	(0.2)	46.8	46.8	(0.0)
Operations Support	3.4	3.4	(0.0)	17.2	17.1	0.1	44.4	44.0	0.4
Strategy & Service Devt.	2.4	2.3	0.1	12.1	11.3	0.8	31.8	30.8	1.0
Information Management	0.9	0.8	0.1	5.8	4.2	1.6	15.1	11.2	3.8
Line Upgrade	0.1	0.3	(0.2)	0.5	1.3	(0.7)	4.0	4.4	(0.4)
Improvements	0.7	1.2	(0.6)	4.2	7.7	(3.5)	14.0	17.1	(3.1)
Programmes									
PPP	49.1	49.6	(0.5)	247.5	250.1	(2.6)	654.9	649.7	5.2
PFI	94.6	102.5	(7.9)	474.0	516.1	(42.2)	1,275.5	1,337.5	(61.9)
Traction & Utilities	16.2	18.4	(2.2)	84.5	90.4	(5.9)	226.7	234.1	(7.4)
NRA Expenditure	4.5	4.5	0.1	24.6	23.6	1.0	77.3	76.3	1.0
Management	0.7	0.5	0.2	3.2	2.7	0.5	7.8	7.0	0.7
Improvements	2.8	2.8	(0.0)	14.2	14.3	(0.1)	37.5	36.3	1.1
Improvements	0.4	0.3	0.1	1.6	1.6	(0.1)	3.6	4.3	(0.7)
Central Services									
Support Directorates	119.2	129.1	(9.8)	602.0	648.8	(46.8)	1,628.3	1,695.5	(67.2)
Central Expenses	4.9	4.6	0.3	22.0	23.7	(1.7)	62.5	61.2	1.2
Central Expenses	9.0	9.9	(0.8)	45.4	55.1	(9.6)	137.4	139.9	(2.6)
Risk									
Risk	13.9	14.5	(0.5)	67.4	78.7	(11.3)	199.8	201.1	(1.3)
Risk	0.4	8.3	(7.9)	15.6	41.7	(26.1)	108.4	108.4	(0.0)
Capital									
Property Sales	0.0	0.0		(4.3)	0.0	(4.3)	(34.9)	(33.1)	(1.8)
Expenditure	20.8	30.6	(9.7)	93.0	143.6	(50.6)	321.3	383.3	(62.0)
Recoveries	(8.9)	(13.7)	4.9	(43.4)	(68.1)	24.7	(131.0)	(175.7)	44.7
	12.0	16.8	(4.8)	45.3	75.5	(30.2)	155.4	174.4	(19.0)
TOTAL NET ACTIVITY COST	82.0	113.3	(31.3)	402.5	542.4	(139.9)	1,235.1	1,351.7	(116.6)

Key

- Net Cost Variance >=15% below or above budget OR >=£5m below or above budget; Revenue >= 3% below budget
- Net Cost Variance is 5-15% below or above budget OR £1m to £5m below or above budget; Revenue up to 3% below budget
- Net Cost Variance <= 5% below or above budget OR <= £1m below or above budget; Revenue on or above budget

Note that in the variance columns, brackets are underspends against budget

**London Underground Period Performance Report
To Period 5 2006/07
Financial Results - Comments on Variances from Budget**

Activity Description	YTD Variance £m	Year Variance £m	Comments
TRAFFIC REVENUE	(24.8)	(40.0)	Comment on demand and revenue is provided on page 4
SECONDARY REVENUE	1.9	5.6	The variances are mainly due to Viacom where the new deal will take effect from period 6 rather than the beginning of the year as budgeted. Some offset is provided by higher income from Metro reflecting increased distribution and from National Rail Agreements where income in respect of West and South Ruislip stations, Stratford Network Rail Station and Chiltern Track income was omitted from the budget.
OPERATIONS			
BCV Operations	(0.3)	1.1	} Staff, uniforms and utilities costs account for the variances to date.
JNP Operations	(0.5)	1.5	
SSR Operations	0.2	1.0	
BT Police	(0.2)	(0.0)	
Operations Support	0.1	0.4	
Strategy & Service Development	0.8	1.0	Staff costs not recoverable from projects are above budget but have reduced since last period after recharges have been worked through with project managers as part of an ongoing review. Consultancy costs are adverse by £0.4m due to late charges received for live events around staff recognition.
Information Management	1.6	3.8	Employee expenditure after recharges to project has an adverse variance of £0.5m due to internal support of second year applications that is not recoverable. Computing cost is £0.9m adverse to budget, including costs for ITT5 residual services which were not transitioned to the new service provider and unbudgeted hardware, software and licences costs for internal applications and network improvement projects. Connect statement of rates has an adverse variance of £0.1m because installations are over the budgeted levels. The forecast reflects the full year effect of these increases.
Line Upgrade	(0.7)	(0.4)	
Operations Improvements	(3.5)	(3.1)	No actual or forecast expenditure is recorded against operational accommodation, resulting in variances of £2.1m YTD and £3.3m forecast. Work is being undertaken as capital. Variances of £1m YTD and £2.2m forecast relate to Bakerloo line north of Queen's Park - Ambience & Info, which remains unapproved. In the forecast these are partly offset by increased spend on IM projects including Scheduling Services systems and C-EDMS.
TOTAL OPERATIONS	(2.6)	5.2	

**London Underground Period Performance Report
To Period 5 2006/07
Financial Results - Comments on Variances from Budget**

Activity Description	YTD Variance £m	Year Variance £m	Comments
PROGRAMMES			
PPP	(42.2)	(61.9)	Analysis of PPP costs and comment on variances is provided on page 15
PFI	(5.9)	(7.4)	Analysis of PFI costs and comment on variances is provided on page 16
Traction & Utilities	1.0	1.0	The variances are due to electricity charges not accrued for in P13 of last year.
NRA Expenditure	0.5	0.7	Variances reflect the recording of expenditure omitted from the 2006/07 budget. The main areas impacted were Stratford Network Rail Station, Waterloo East & Southwark Holding Maintenance Agreements (HMA) and additional traction costs due to price increases. These have been offset in part by compensation payments from Network Rail for possessions on the Bakerloo line.
Management	(0.1)	1.1	The forecast variance is due to reduced recharges to projects.
Programmes Improvements	(0.1)	(0.7)	
TOTAL PROGRAMMES	(46.8)	(67.2)	
CENTRAL SERVICES			
Support Directorates	(1.7)	1.2	Periodic Review accounts for the YTD variance, mainly due to timing of workstreams. These are now starting to materialise and the full year budget is expected to be spent. Half of the increase in forecast is in Engineering reflecting additional effort required in the year to support Line Upgrades. There are smaller variances in other Directorates.
Central Expenses	(9.6)	(2.6)	The year to date underspend is mainly due to budget phasing for the pay award (£5.8m), bank charges (£1.2m), bad debts (£0.4m), PPP interest received (£0.6m), saving on the Metronet insurance premium shortfall (£2.2m) and other variances (£1.1m) partly offset by Audit adjustment £1.2m and pension augmentation £0.8m. The key drivers of the full year forecast are as above with adjustments for items expected to materialise later in the year which include an increase of £4m in the TfL management fee due to higher IM costs.
TOTAL CENTRAL SERVICES	(11.3)	(1.3)	
RISK	(26.1)	(0.0)	The risk budget is phased evenly but only drawn down as risks materialise.
PROPERTY SALES	(4.3)	(1.8)	The YTD variance represents the transfer of property development work in progress to Group Property & Facilities.

**London Underground Period Performance Report
Capital Expenditure to Period 5 2006/07**

Capital Expenditure	Current Period			Year to Date			Full Year		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Forecast £m	Budget £m	Variance £m
Track	0.9	1.0	(0.1)	1.5	4.9	(3.4)	3.7	16.1	(12.4)
Structures	0.7	1.1	(0.5)	3.1	3.9	(0.7)	21.7	18.0	3.7
Rolling Stock	2.1	2.1	(0.1)	7.9	10.4	(2.5)	18.1	28.3	(10.2)
Signals	0.0	0.1	(0.1)	0.3	0.6	(0.3)	1.3	1.5	(0.3)
Power	0.5	1.8	(1.3)	2.5	10.4	(7.9)	26.1	25.1	0.9
Communications	1.7	1.3	0.5	8.2	11.0	(2.9)	24.4	20.0	4.4
Stations	5.4	10.7	(5.3)	25.4	37.9	(12.5)	79.7	108.2	(28.4)
Safety/Security	0.3	0.4	(0.1)	1.6	1.9	(0.3)	7.1	5.3	1.8
Interchange	8.9	12.6	(3.7)	36.2	62.8	(26.6)	116.3	163.6	(47.3)
Extensions	(1.0)	0.4	(1.4)	(0.4)	1.8	(2.2)	6.1	4.8	1.3
Accommodation	0.7	1.0	(0.3)	4.5	8.1	(3.5)	22.5	14.5	7.9
Information Technology	0.6	0.7	(0.1)	2.2	3.1	(1.0)	14.5	12.3	2.2
Overprogramming	0.0	(2.7)	2.7	0.0	(13.3)	13.3	(20.0)	(34.5)	14.5
Total Capital (Gross)	20.8	30.6	(9.7)	93.0	143.6	(50.6)	321.3	383.3	(62.0)
Capital Recoveries	(8.9)	(13.7)	4.9	(43.4)	(68.1)	24.7	(131.0)	(175.7)	44.7
Net Capital Expenditure	12.0	16.8	(4.8)	49.6	75.5	(25.9)	190.3	207.5	(17.2)

Key

- Net Cost Variance >=15% below or above budget OR >=£5m below or above budget
- Net Cost Variance is 5-15% below or above budget OR £1m to £5m below or above budget
- Net Cost Variance <= 5% below or above budget OR <= £1m below or above budget.

Note that in the variance columns, brackets are underspends against budget

**London Underground Period Performance Report
To Period 5 2006/07
Capital Expenditure - Comments on Variances from Budget**

Activity Description	YTD Variance £m	Year Variance £m	Comments
CAPITAL PROJECTS			
Track	(3.4)	(12.4)	The budget for Operational Flexibility was set based on an assumption that work would start in earnest from the beginning of the year, whereas all that is currently approved is development/feasibility work. The implementation work therefore has been pushed out to future years and budgeted accordingly in the latest planning round. There are also variances on specified right projects - Barking sidings where only an initial study has so far been authorised and Rayners Lane where rephasing has pushed expenditure into future years.
Structures	(0.7)	3.7	The forecast reflects acceleration of work on Tunnel Cooling.
Rolling Stock	(2.5)	(10.2)	7 Car C Stock Replacement project is running later than originally planned due to late signing of the contract. The major milestone (award of major subsystems orders) that MRSSL partially missed in P3 has now been completed.
Signals	(0.3)	(0.3)	
Power	(7.9)	0.9	There has been minimal expenditure to date on Major Power Works (Victoria Line Upgrade) causing a variance of £7.6m, although the forecast is still that the project will achieve budget by year-end.
Communications	(2.9)	4.4	The CAS Cards project (Channel Associated Signal Cards which provide the capability to connect the LU telephone exchanges to the Connect transmission network) has commenced later than assumed in the budget but is nevertheless forecasting higher than budget spend for the year. Higher spend is also forecast on Connect PFI for PPP works, despite there being little spend to date.
Stations	(12.5)	(28.4)	LU managed accessibility projects (23) account for £20.6m of the forecast variance. 12 of these projects show reductions from budget of £1m or more while 2 show increases of more than £1m. Congestion relief projects (18) account for £7.9m, the largest variance being Shepherds Bush Capacity (£4.3m) where the cost of the main contract works is lower than assumed in the budget. Lower spend is also forecast on Vauxhall, Bank and Finsbury Park while there are increases on Covent Garden, Tottenham Court Road and White City although the last of these is offset by an increased recovery.
Safety/Security	(0.3)	1.8	CCTV enhancements are mainly responsible for the increase in forecast.
Interchange	(26.6)	(47.3)	CTRL LU Works at Kings Cross largely account for the variance, albeit offset by lower Capital Recoveries. The variances on this project are due to delay in commencement of the Phase 2 programme which was released by DfT in December.
Extensions	(2.2)	1.3	The forecast increase is due to Crossrail safeguarding partly offset by Heathrow T123 congestion relief.
Accommodation	(3.5)	7.9	Delays in placing contracts or assurance issues were largely responsible for the below budgeted spend to date in this group. The forecast variance is in part due to some work being budgeted under revenue (Operations Improvements).
Information Technology	(1.0)	2.2	The forecast includes provision to bring forward projects from future years, which more than compensates for lower spend on electronic data management and advance fare machines.
Overprogramming	13.3	14.5	This is a provision in the budget against slippage in project expenditure. There is no actual.
Recoveries	24.7	44.7	The variance mainly relates to Kings Cross CTRL and White City as referred to in the comments on Interchange and Stations above.
NET CAPITAL PROJECTS	(25.9)	(17.2)	

**London Underground Period Performance Report
PPP ISC Summary to Period 5 2006/07**

	Current Period			Year to Date			Full Year		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Forecast £m	Budget £m	Variance £m
Summary of PPP Costs									
BCV	23.4	26.1	(2.6)	112.0	130.3	(18.2)	311.7	343.3	(31.6)
JNP	37.8	41.9	(4.1)	201.7	213.2	(11.4)	532.5	551.4	(18.9)
SSL	33.3	34.5	(1.2)	160.2	172.7	(12.5)	431.4	442.8	(11.5)
Total	94.6	102.5	(7.9)	474.0	516.1	(42.2)	1,275.5	1,337.5	(61.9)
Baseline ISC	100.5	99.7	0.8	499.7	501.4	(1.7)	1,295.7	1,298.9	(3.2)
Capability	2.6	2.5	0.1	6.5	12.5	(6.0)	19.3	33.9	(14.6)
Availability	(3.6)	1.1	(4.7)	(5.5)	5.4	(10.9)	5.5	14.7	(9.2)
Ambience	0.1	0.5	(0.4)	0.9	2.5	(1.6)	3.3	6.8	(3.4)
Service Points	(1.4)	(0.2)	(1.2)	(5.9)	(1.0)	(4.9)	(8.3)	(2.4)	(5.9)
Specific Projects	(2.5)	0.0	(2.5)	(12.3)	0.0	(12.3)	(17.2)	0.0	(17.2)
Annual Usage	0.0	0.0	0.0	(0.5)	0.0	(0.5)	(3.3)	0.0	(3.3)
Subtotal Performance	(4.9)	3.9	(8.7)	(16.8)	19.4	(36.1)	(0.7)	53.0	(53.7)
Exceptional Items	(1.1)	(1.6)	0.6	(10.1)	(7.7)	(2.4)	(25.0)	(22.9)	(2.0)
Access	0.0	0.4	(0.4)	1.1	2.4	(1.4)	4.0	6.9	(2.9)
Minor Claims	0.0	0.1	(0.1)	0.0	0.6	(0.6)	1.5	1.6	(0.1)
Total ISC as above	94.6	102.5	(7.9)	474.0	516.1	(42.2)	1,275.5	1,337.5	(61.9)

Capability

Expected increases in JTC on BCV lines smaller than previously expected, and retrospective adjustment for TSRs on Waterloo & City line. Piccadilly line train declarations and Jubilee line tip up seats now due in 2007/08.

Availability

Signal failures on the Northern and Piccadilly lines were a significant factor this period. Forecast reduced based on last year's performance and also to reflect the effect of the hot weather TSRs that are a major cause of the YTD variance.

Ambience

Performance bonuses expected to be below budget, notably JNP.

Service Points

Facilities SPs have been worse than threshold (BCV and JNP) as have FR service points (SSL). Engineering overrun SPs have been higher than budget (JNP and SSL). BCV has also suffered Ambience SPs due to 23 Central line stations failing to achieve contractual minimum scores in the Q1 surveys of which 18 remained below the minima in Q2.

Specific Projects

Reflects delays to the station enhancement programme notably by MRBCV and to a lesser extent MRSSL.

Exceptional Items

Variances are due to Minor Works clawback (BCV and SSL) and Chancery Lane ongoing maintenance costs which are being funded from risk.

Key

- Net Cost Variance >=15% below or above budget OR >=£5m below or above budget
- Net Cost Variance is 5-15% below or above budget OR £1m to £5m below or above budget
- Net Cost Variance <= 5% below or above budget OR <= £1m below or above budget.

Note that in the variance columns, brackets indicate an underspend against budget

**London Underground Period Performance Report
PFI Summary to Period 5 2006/07**

	Current Period			Year to Date			Full Year		
	Actual £m	Budget £m	Variance £m	Actual £m	Budget £m	Variance £m	Forecast £m	Budget £m	Variance £m
PFI Contractor costs (see below)	15.2	16.4	(1.2)	79.8	81.4	(1.5)	208.8	212.7	(3.9)
Other PFI costs (see below)	0.1	0.3	(0.3)	1.5	1.7	(0.2)	4.2	3.9	0.3
Improvements	0.9	1.6	(0.8)	3.1	7.3	(4.2)	13.7	17.5	(3.8)
Total	16.2	18.4	(2.2)	84.5	90.4	(5.9)	226.7	234.1	(7.4)
PFI Contractor costs									
Prestige	5.4	5.8	(0.4)	28.8	28.3	0.5	73.4	74.9	(1.4)
Connect	6.3	6.6	(0.3)	31.7	32.9	(1.2)	83.5	85.5	(2.0)
Power	3.3	3.8	(0.5)	18.2	19.0	(0.8)	49.0	49.4	(0.5)
BTP	0.2	0.2	(0.0)	1.1	1.1	(0.0)	3.0	3.0	0.0
Total	15.2	16.4	(1.2)	79.8	81.4	(1.5)	208.8	212.7	(3.9)
Other PFI costs									
Prestige	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Connect	0.1	0.3	(0.3)	1.5	1.7	(0.2)	4.1	3.8	0.3
Power	0.0	0.0	(0.0)	0.0	0.0	(0.0)	0.0	0.1	(0.0)
BTP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	0.1	0.3	(0.3)	1.5	1.7	(0.2)	4.2	3.9	0.3

PFI Contractor Costs

- Prestige YTD variance is due to secondary revenue phasing (income is now being phased over the year) and timing difference on variations.
- Connect variances are due to allowance for future variations and maintenance works for PPP not spent.
- Power variance reflects savings due to the cancellation of the Power Upgrade Works finance facility.

Improvements

The Year-to-Date variance is mainly due to:

- Prestige – Annex II project unlikely to go ahead due to uncertainty surrounding the menu swap agreement; Contract variations.
- Connect – Voice and data delivery slippage by 4 periods; variance on PFI for PPP works.
- Power – includes timing variance on PPP Power Negotiations due to rephasing of the forecast in relation to the SSL scoping and development works, deferment of legal costs and other variances.

Key

- Net Cost Variance >=15% below or above budget OR >=£5m below or above budget
- Net Cost Variance is 5-15% below or above budget OR £1m to £5m below or above budget
- Net Cost Variance <= 5% below or above budget OR <= £1m below or above budget.

Note that in the variance columns, brackets indicate an underspend against budget

Section 4

Asset Performance

**London Underground Period Performance Report
To Period 5 2006/07
Rolling Stock Mean Distance Between Failures**

Note that MDBF figures shown for period 5 include failures attributed to the Infracos but not agreed at the time the data was extracted. Some of these may be discounted when reviewed.

The Bakerloo line has again suffered from a poor level of reliability. A significant number of failures were due to passenger emergency alarm faults and the air system.

The Central Line is continuing to suffer from the reliability of the ATC system. Improvement work is awaiting approval. In addition this period, brake system faults have risen, contributing to the dip in overall performance.

Performance on the Victoria line continues to gradually decline with a definite trend over the past six months. The ATO and doors systems are the main cause of failures. Introduction of the New Autodriver Box is about to commence which should improve performance significantly.

Metropolitan line is maintaining a level performance over the past few periods. Most of the main technical issues are being addressed by reliability improvement plans. The current highest cause of failure is the doors. A doors overhaul project is about to start that should enable MDBF to climb.

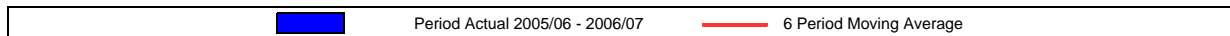
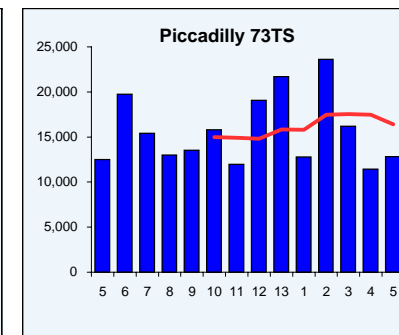
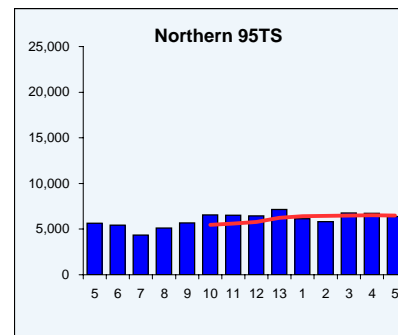
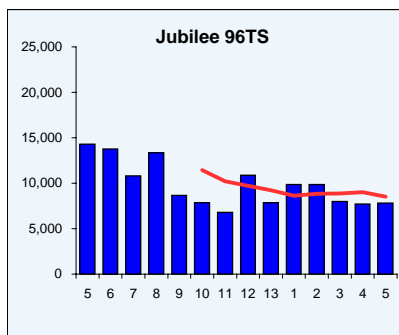
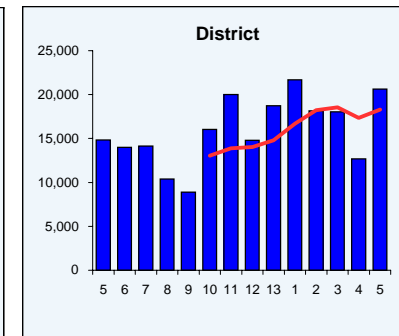
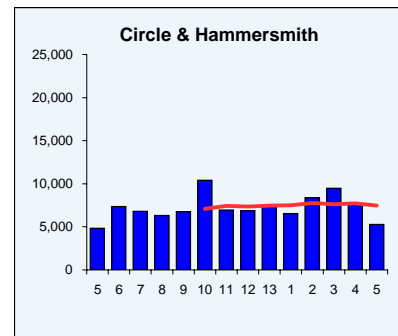
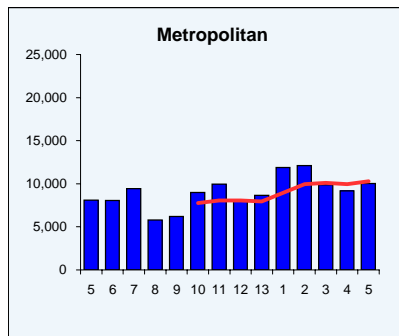
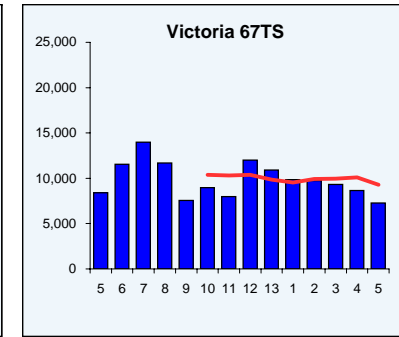
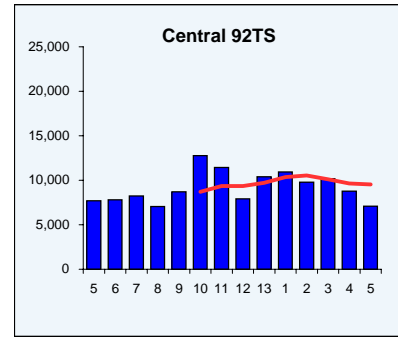
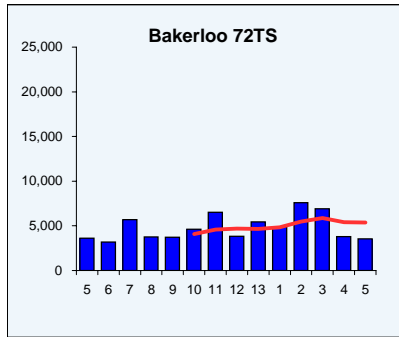
The Hammersmith & City and Circle lines' performance has declined with an increase in the number of traction related failures reports and reports of "loss of pilot light". Availability is still poor due to Bomb damage and a high stopped car list.

The District line continues to perform extremely well. Doors continue to be the biggest cause of failure, but at a reduced rate.

Jubilee line performance has remained steady for the last few periods. In period 5 fault recording equipment was the highest cause of failure.

The Northern line performance is also steady. The stock continues to have a large number of failures of the air system, including air leaks and defective compressors.

Again the performance of the Piccadilly line is being hampered by a high number of failures of cab air-conditioning, but otherwise the fleet is doing well.



London Underground Period Performance Report To Period 5 2006/07 Signals & Points Related Delays > 2 minutes

Note regarding CuPID Period performance data.

As it may take up to 4 weeks for the majority of the failures to be correctly attributed, care must be taken when making assumptions based upon the latest figures - due to the fact that these may be subject to change. This uncertainty is primarily due to the use of CuPID data. Every effort is made to cross check the CuPID data behind these graphs with data presented by the Infracos in their APRM reports. In general, the APRM reports provide a much more accurate view of signalling failures and their associated root causes.

BCV - According to CuPID, Period 5 was worse than the previous period for the Bakerloo and Victoria Lines. There was slight improvement on the Central Line compared with Period 4, but the figure is still well above the six period moving average. CuPID data for Period 5 does not contain sufficient detail to determine the exact root cause of each failure to allow analysis of any underlying trends.

Infraco supplied data for BCV is in agreement with the CuPID trends, but LU is still awaiting improvements by Metronet of their root cause analysis. Progress with this issue is being monitored at the APRM.

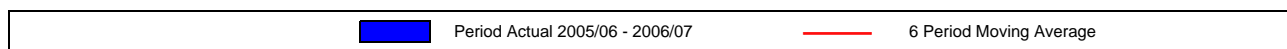
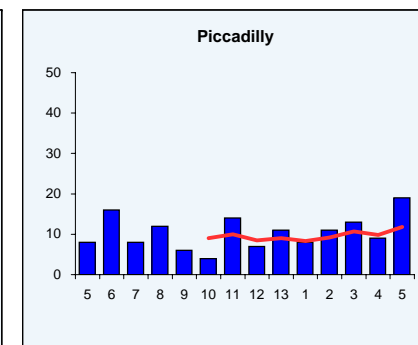
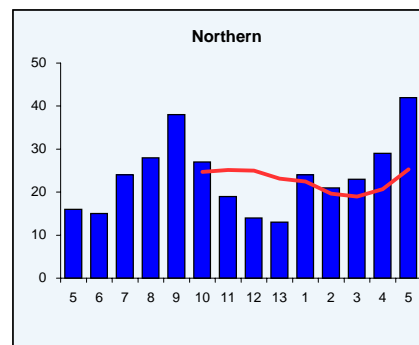
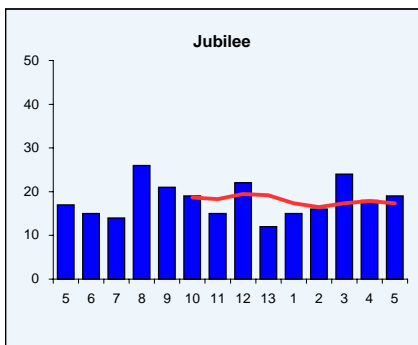
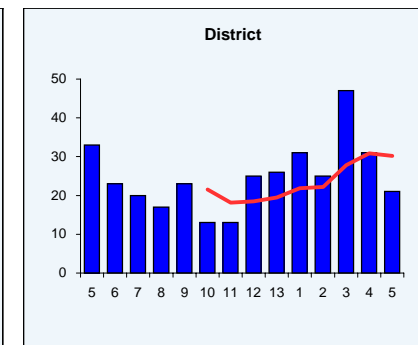
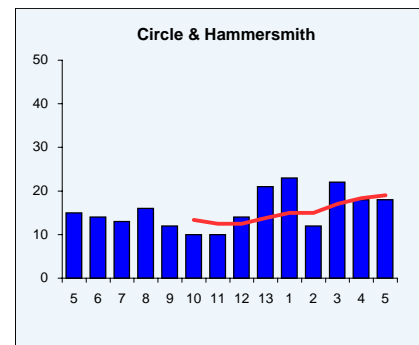
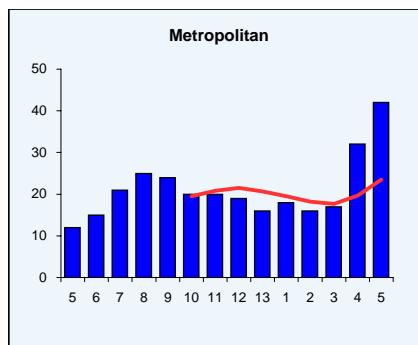
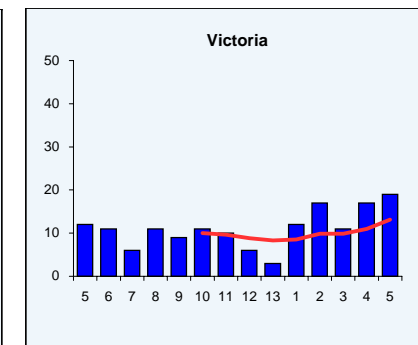
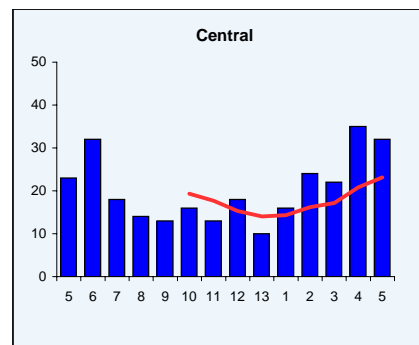
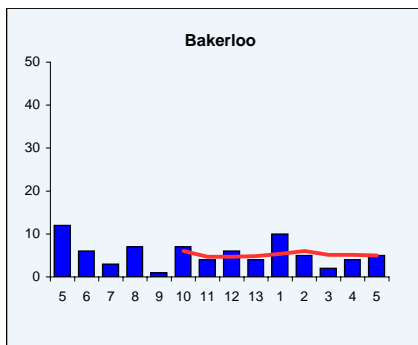
BCV's top 2 LCH failures were:- Central Line - Service Suspension White City to Liverpool Street due to a points failure at Holborn following a person under a train incident. (9/8, 177k LCH) and Victoria Line - Signalling failure, Highbury to Islington, caused by a defective scaling on a blockjoint (14/8, 26k LCH).

SSL - According to CuPID, Metropolitan Line Period 5 performance continues to deteriorate when compared with periods 3 and 4. The Circle and Hammersmith line performance was very similar to the previous period, but the adverse six period moving average has yet to improve. However, the District Line does show an improvement over all of the previous six periods. Metronet report an overall level of performance similar to the previous period for the SSR lines.

SSL's top 2 LCH failures were:- District Line - East Ham, signal failing to clear due to a broken track wire (2/8, 32k LCH) and Metropolitan Line at Aldgate when a signal failed to clear because of a dirty lever contact. (2/8, 16k LCH).

JNP - According to CuPID, Period 5 performance was worse than Period 4 for all 3 lines. Infraco APRM data shows that the total number of service affecting failures in Period 5 was significantly lower than Period 4, and their data shows that this is still the case when the unagreed failures are taken into account.

Two very significant failures occurred on the Northern Line. A cable failure of one pair of a three pair lead cable at Clapham Common on 8 August 2006 resulted in an 8 hour delay while the fault was diagnosed and a temporary repair made. An alleged irregularity of the signalling at Edgware led to extensive delays and reduced operating facilities while the investigations and testing took place.



Note: Figures reflect the number of service disruptions of 2 minutes or more attributable to Infracos

London Underground Period Performance Report To Period 5 2006/07 Track Related Delays > 2 minutes

Network Issues:

- Wheel-rail interface continues to pose a risk to operational performance and LU is encouraging the Infracos to give this matter high priority.
- Large numbers of temperature related speed restrictions have again caused disruption to the service. The situation has improved following the programme of corrective work on failed LWR sites.
- Tube Lines appear to be making good progress with the procurement of the new TRV (Asset Inspection Train) but it is important to ensure that both Tube Lines and Metronet co-ordinate their activities on this and other similar developments.

BCV Issues:

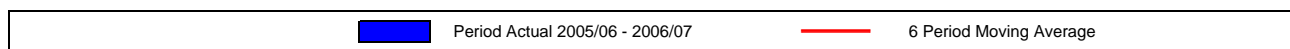
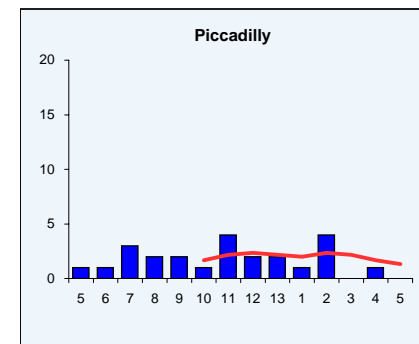
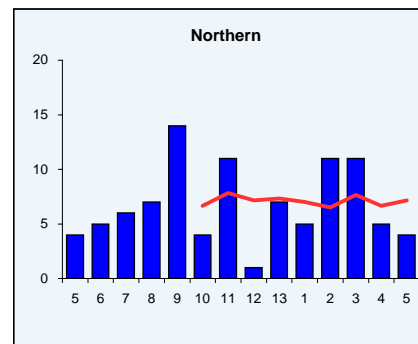
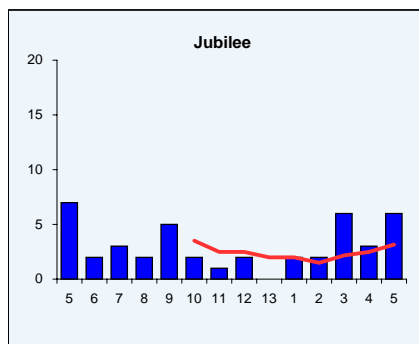
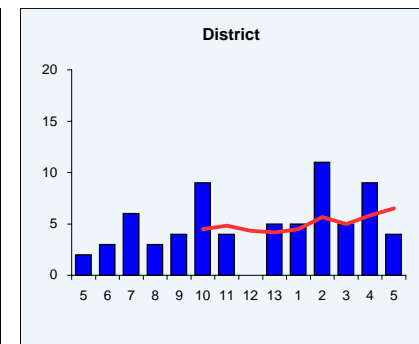
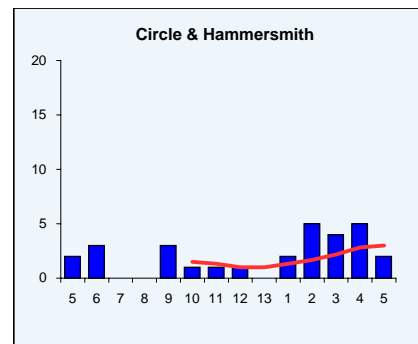
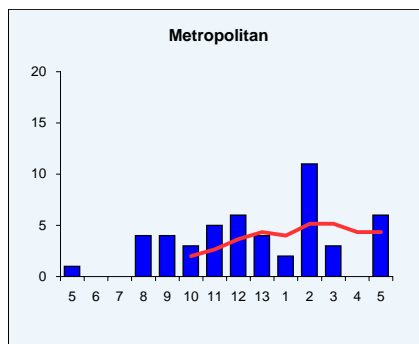
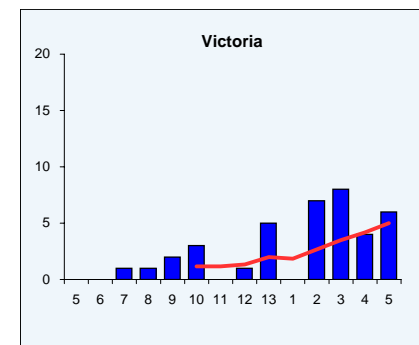
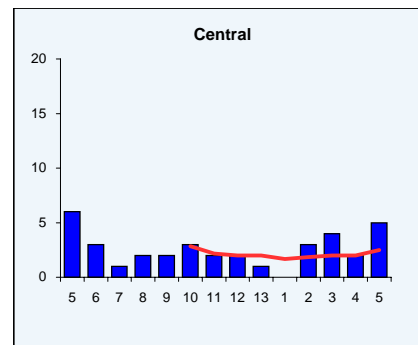
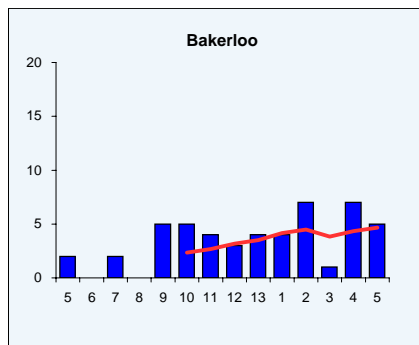
- Concern at the growing numbers of un-regularised non-compliances being reported by MR BCV
- BCV have previously been reporting considerable slippage on tube track reconditioning work. They have engaged additional resources to recover the programme but from changes in scope of the works has complicated performance tracking and efforts are being made to enable comparison with the original programme
- The number of derailments within Ruislip Depot is unacceptable and MRBCV are being pressed to implement improvement actions.

SSL Issues:

- The date set by HMRI for the reduction to single figure of the number of un-regularised non-compliances on the District Line was achieved.
- Programmes for the improvement actions to address the issues identified by the three audits undertaken following the issue of the District Line Emergency Direction are being prepared by Metronet and will be available in early September. In the meantime actions are being taken to address immediate safety concerns and work is progressing on the development of the maintenance KPIs
- The prevention of buckling programme for LWR sites was completed within the agreed time scale. Work is still outstanding on some Short Rail sites.

Tube Lines Issues:

- The cause of the large number of squat defects on the Open sections of the Northern and Jubilee lines is still under investigation
- Improved project controls introduced following a very serious incident which occurred when unconnected running rails were allowed into service following a re-railing job at Waterloo (Northern). However, other problems have subsequently occurred (T5) and further improvements are being implemented.
- A decision has been made to reinstate the 8A points at Archway with a new bullhead layout. The preferred flat bottom layout could not be used due to the length of time required to get formal approval.



Note: Figures reflect the number of service disruptions of 2 minutes or more attributable to Infracos. Speed Restrictions are not included.

London Underground Period Performance Report To Period 5 2006/07 Escalator Availability

Availability averaged 96.3% this period.

BCV

Refurbishment of Bond Street no 7 continued through the period.

JNP

Refurbishment of Turnpike Lane no 2 and Green Park no 3 was completed, following which Green Park no 2 was taken out of service for refurbishment.

Refurbishment of Colliers Wood no 1 began on 2 August, the machine having been out of service since early May due to life-expired step chains and other components.

Tooting Broadway no 2 remained in use as a fixed stairway through the period as steps from the non-passenger side had been removed to be used as a float for LHD-M type steps replacement programme, which has now been completed.

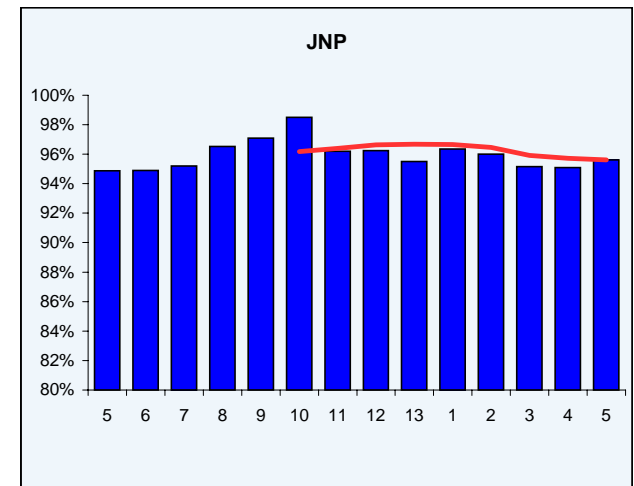
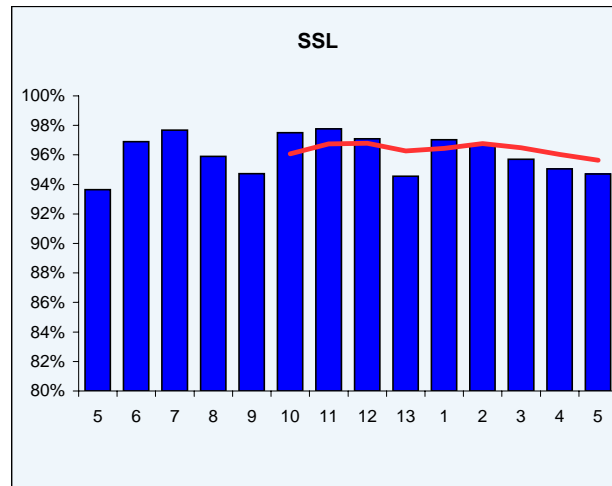
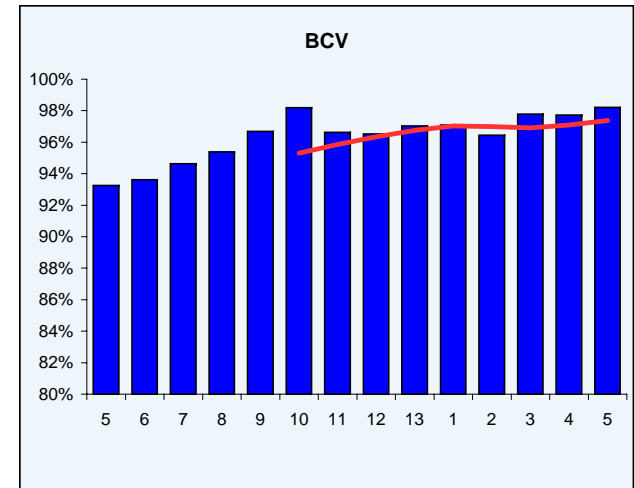
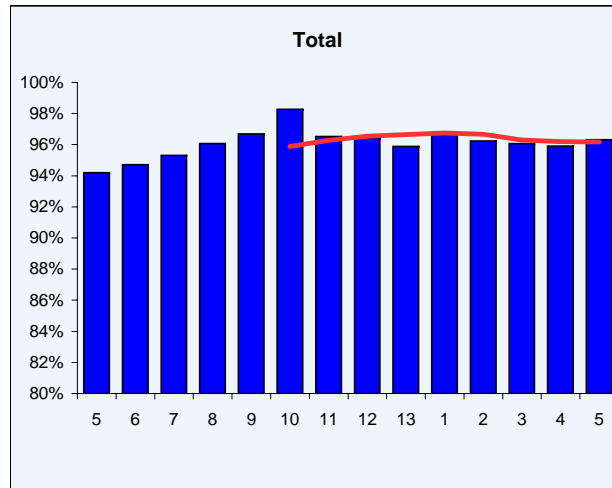
During the period 'module 2' works continued on Canary Wharf no 19, and 'module 3' works continued on Canary Wharf no 13, Southwark no 8 and Westminster no 16.

SSL

Baker Street no 5 returned to service on 15 August, 9 days earlier than planned, following replacement of the lower idler shaft.

Step chain replacement on Kings Cross no 8 was completed.

Refurbishment of Liverpool Street no 2 continued.



London Underground Period Performance Report To Period 5 2006/07 Lift Availability

Overall availability averaged 93.4% this period.

BCV

Lancaster Gate lift refurbishment works, to include door and thyristor upgrades, are being undertaken during the Station Modernisation closure period with estimated completion at the end of October.

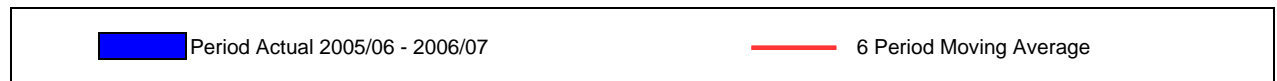
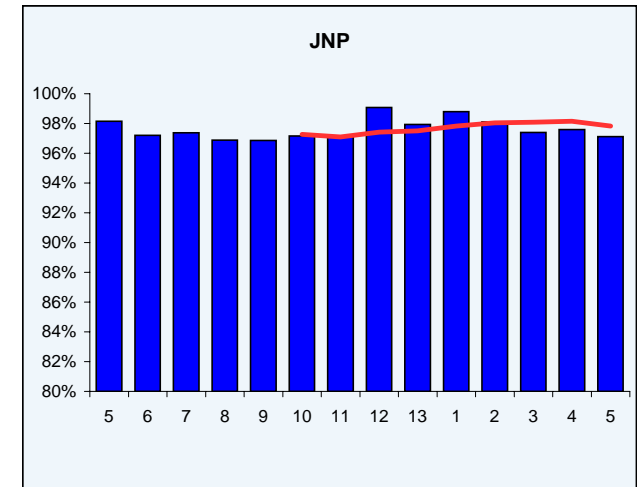
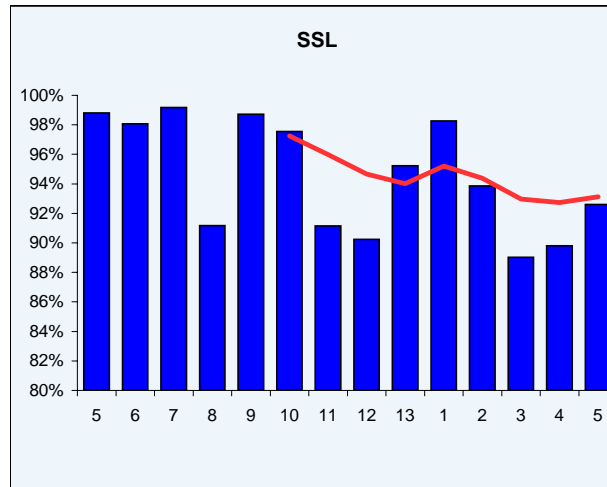
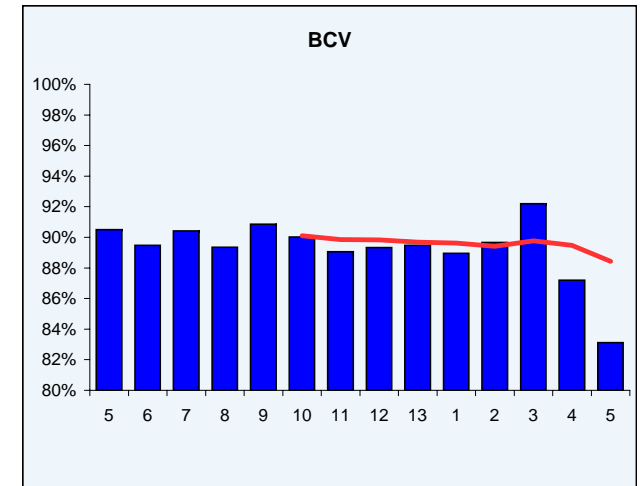
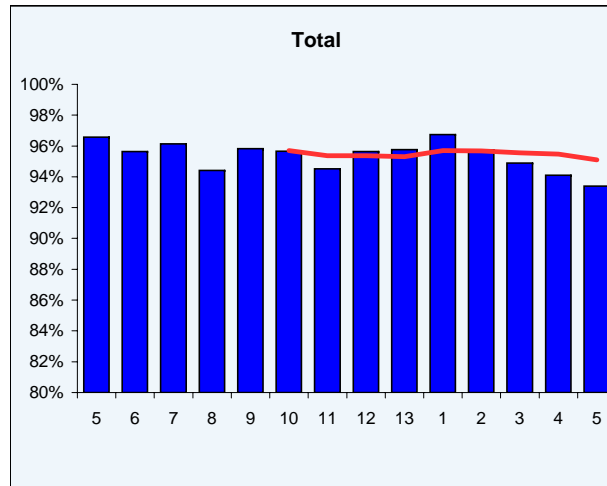
Regent's Park station is closed until June 2007 for replacement of the two lifts and station refurbishment.

JNP

Planned works to replace lift drives and associated components (motor generator sets being replaced with solid state drives) on Goodge Street no 2 were completed on 28 July. Work on lift No. 3 commenced on 31 July; additional works to replace the drive sheave and hoist ropes caused completion to be delayed beyond the end of the period.

SSL

Refurbishment works to Wapping lift No. 1 continued on programme with expected completion on 6 September.



Section 5

PPP Contract Performance

London Underground Period Performance Report To Period 5 2006/07 PPP Performance vs Availability Benchmark

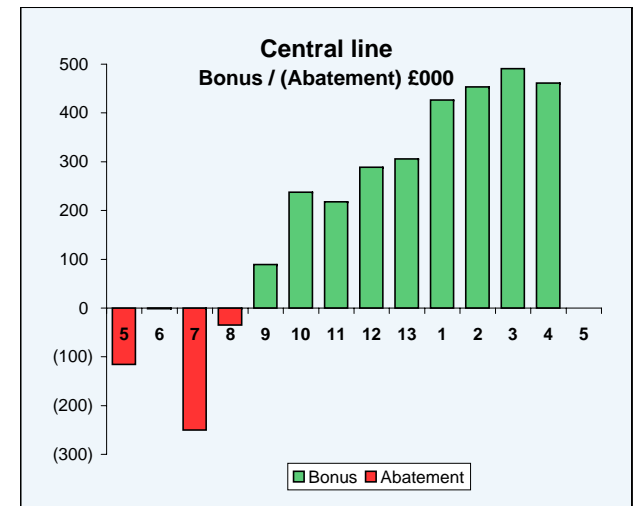
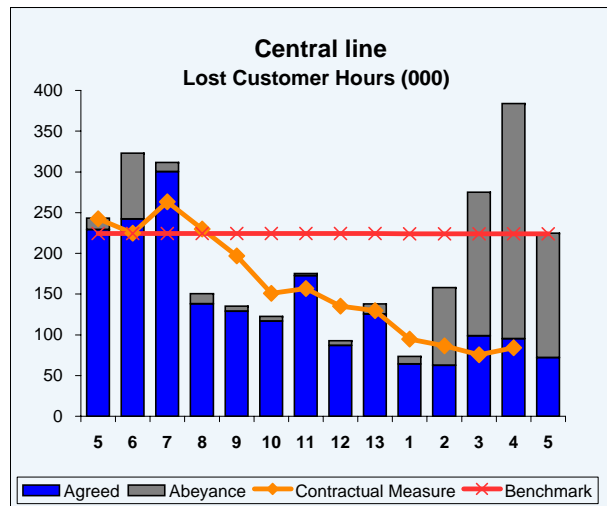
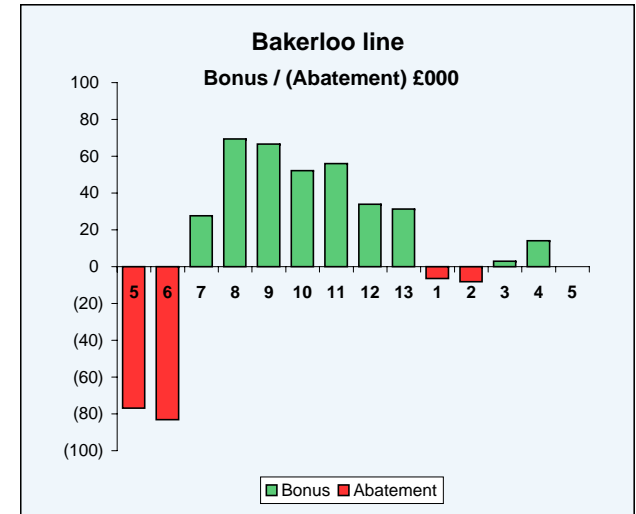
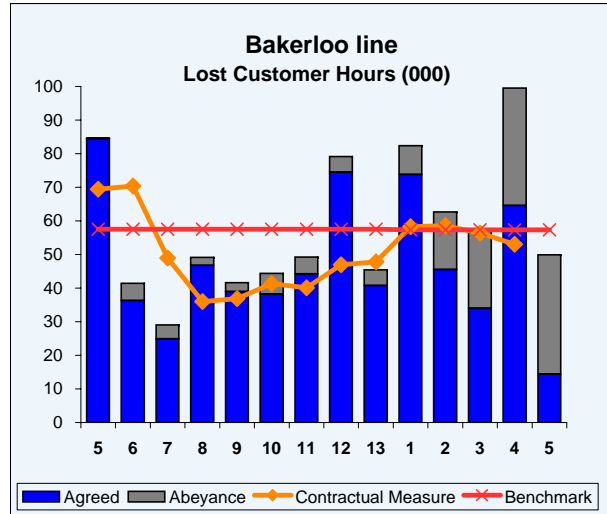
Metronet BCV

Bakerloo line

In 2005/06 agreed availability was 15% better than benchmark. The peak in period 5 is due primarily to escalator 11 failing at Piccadilly Circus (£139k). In period 12 the largest item agreed is a TSR at Piccadilly Circus (£86k). In 2006/07 agreed YTD availability is 19% better than benchmark. In period 1 the largest item agreed was a train radio systems failure at Piccadilly Circus (£84k). In period 2 the largest item in abeyance is a loss of door visual at Oxford Circus (£16k). In period 3 the largest item in abeyance is loss of pilot light in a train car (£16k). In Period 4 the largest item agreed was a partial line suspension at Piccadilly Circus due to track fire (£53k). The largest item in abeyance is a train delay at Queens Park due to defective brakes (£28k). In period 5 the largest item agreed was a train cancellation due to no OK stock with no spare at Stonebridge Park Depot (£1k). The largest item in abeyance is a loss of door pilot light at Marylebone (£10k).

Central line

In 2005/06 agreed availability was 15% better than benchmark. In period 6 the large amount in abeyance is primarily due a track circuit failure occurring intermittently at Liverpool Street (£606k), now at level C in the attribution process. The peak in period 7 is due to a track circuit failure causing a TSR at Shepherds Bush (£362k). In 2006/07 the agreed YTD availability is 65% better than benchmark. In period 3 the largest item in abeyance is a loss of train forward movement at Bethnal Green (£198k). In period 4 the largest item in abeyance is a bobbing track circuit at Bond Street (£172k). In period 5 the largest item agreed was an escalator (number 5) stopping in service at Bond Street (£13k). The largest item in abeyance is a low main air line pressure indication during a passenger incident at White City (£533k).



London Underground Period Performance Report To Period 5 2006/07 PPP Performance vs Availability Benchmark

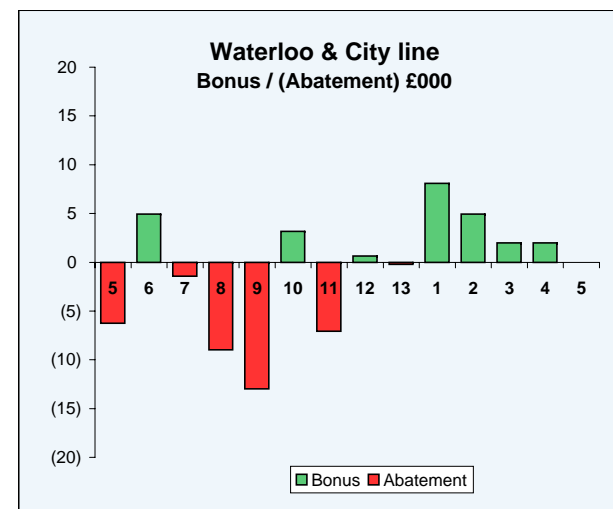
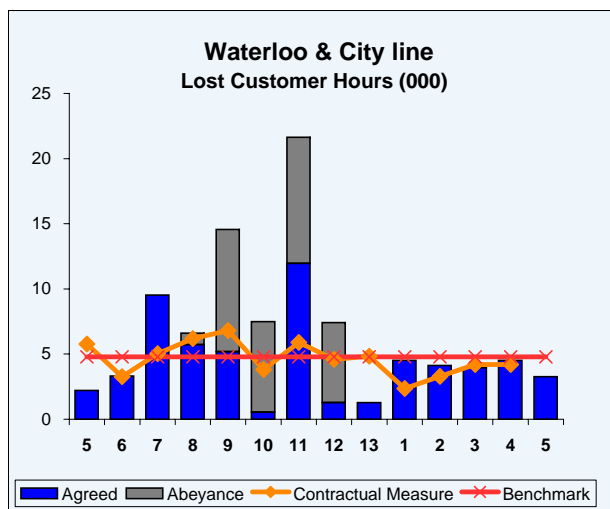
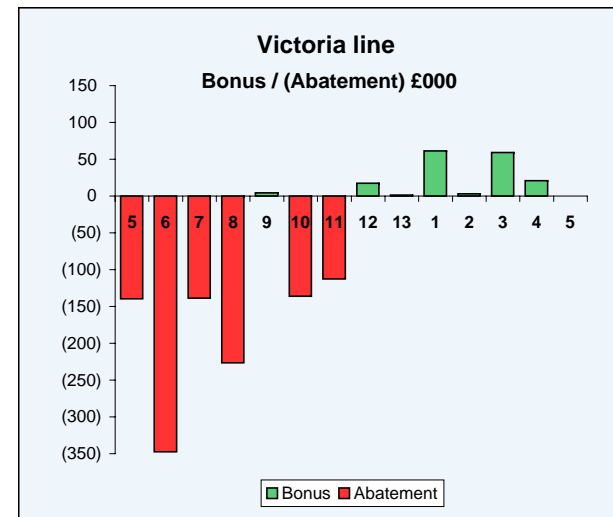
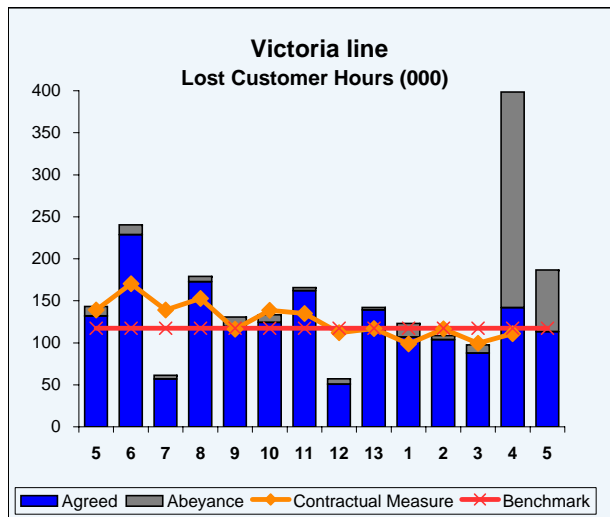
Metronet BCV

Victoria line

In 2005/06 agreed availability was 11% worse than benchmark. In period 6 the largest incident agreed was a co-incident failure at Green Park. In period 8 the largest item agreed was a track circuit failure due to scaling on the block joints at Stockwell. In period 13 the largest item agreed was a loss of codes at Warren Street (£128k). In 2006/07 agreed YTD availability is 6% better than benchmark. In period 4 the largest item agreed was a partial line suspension at Kings Cross due to overrun of planned Engineering works (£195k). The largest item in abeyance is due to a train losing code at Kings Cross and compounded by a customer activating the passenger alarm (£340k). In period 5 the largest item agreed was an intermittent signal failure at Warren Street (£124k). The largest item in abeyance is a block joint failure at Highbury & Islington (£79k).

Waterloo & City line

In 2005/06 agreed availability was 13% worse than benchmark. In period 7 the largest item agreed was a track circuit failure (£38k). In period 11 the largest item in abeyance is a service suspension due to a track circuit failure (£24k). In period 12 the largest item in abeyance is a TSR (£20k). In 2006/07 the current level of attribution is the average of the previous six periods' agreed LCH due to the line closure.



**London Underground Period Performance Report
To Period 5 2006/07
PPP Performance vs Availability Benchmark**

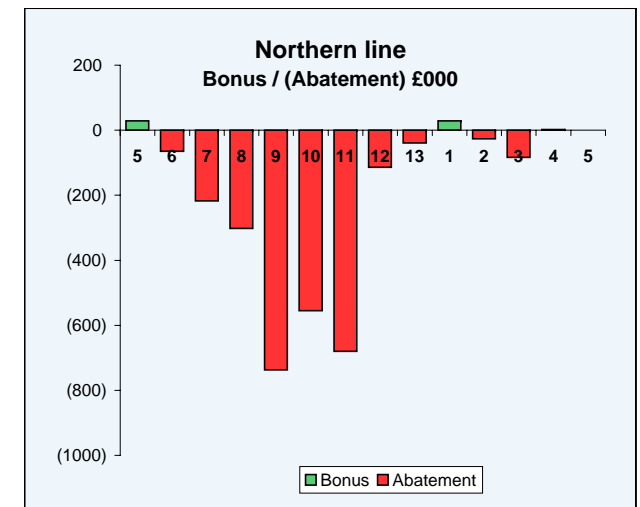
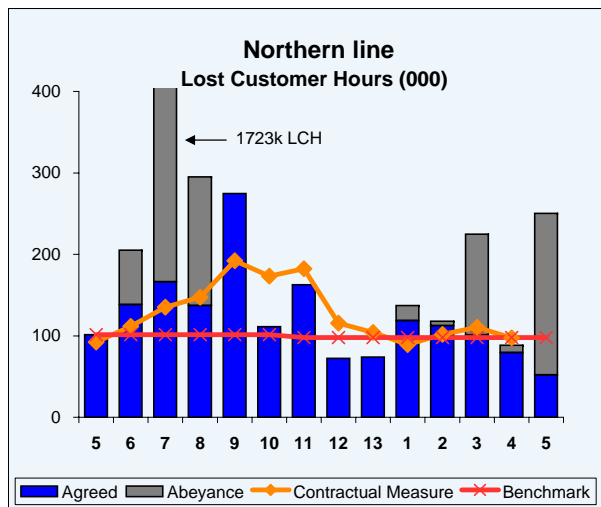
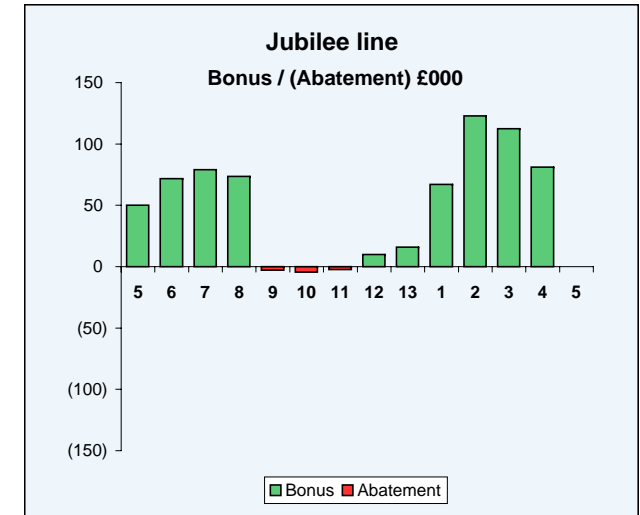
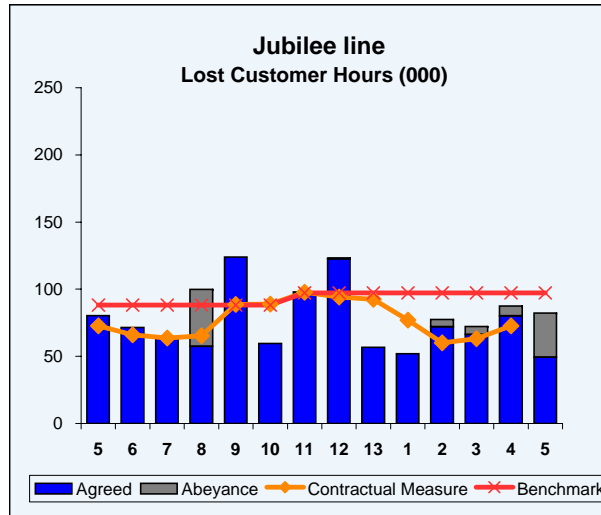
Tube Lines JNP

Jubilee line

In 2005/06 agreed availability was 8% better than benchmark. Still in abeyance for period 8 is a partial suspension of service caused by a negative earth in the Wembley Park area. The incident has been escalated to Level B (£114k). The peak in period 9 was caused by an overrun to planned maintenance on escalators at Waterloo (£140k). The peak in period 12 is caused by a number of disruptions to service, the largest of which was a train delayed by smoke at Waterloo (£41k). The largest agreed incident in Period 5 was a train breakdown at Kilburn (£22k) and largest incident in abeyance was a partial suspension of service following a platform edge door failure at London Bridge (£37k).

Northern line

In 2005/06, agreed availability was 33% worse than benchmark, however this was 29% better than 2004/05. In periods 7 & 8, the large in abeyance figures reflect the value of tripcock incidents attributed to Tube Lines, currently at Senior Representatives in the dispute resolution process. The period 3 peak was as a result of a partial suspension of service following the derailment at Archway (£1,161k). In period 5 the largest agreed incident was as a result of a signal failure at Morden (£75k) and the largest incident in abeyance was as a result of a signal failure at Clapham Common (£1.3m).

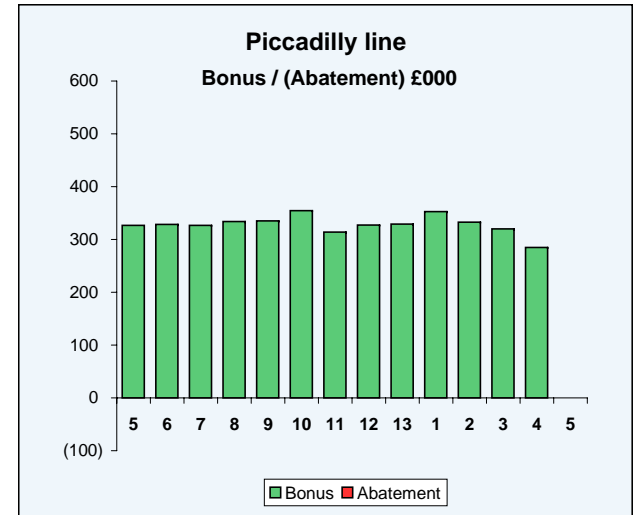
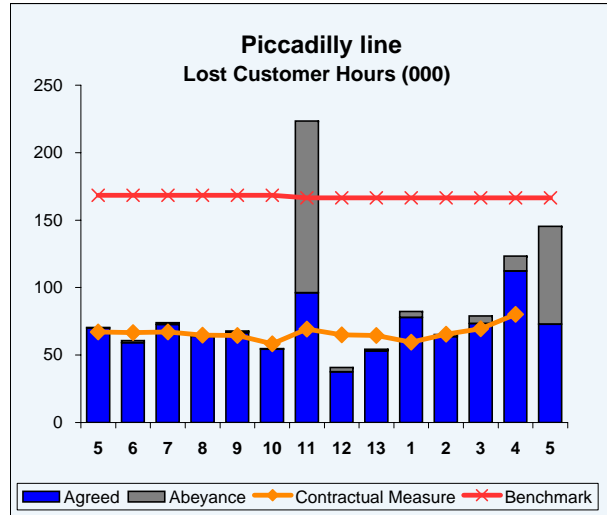


London Underground Period Performance Report To Period 5 2006/07 PPP Performance vs Availability Benchmark

Tube Lines JNP

Piccadilly line

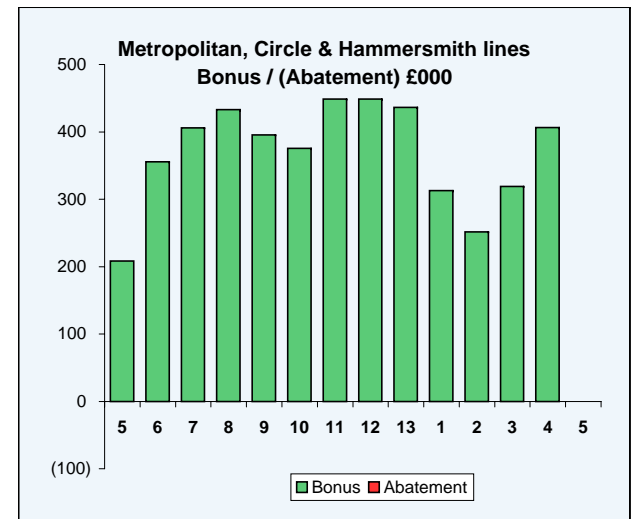
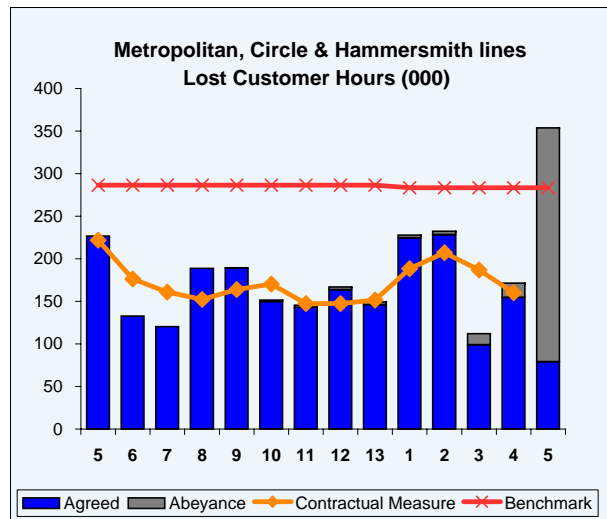
In 2005/06 agreed availability was 63% better than benchmark. The period 11 peak was caused by a points failure at Down Street siding, whilst being used as a reversing facility, during an engineering possession Barons Court to Acton Town for SSL (£272k). This is currently at Level C in the attribution process. In period 5 the largest incident agreed was a train delayed by rubbish wedged in a door at Arnos Grove (£29k). The largest incident in abeyance was caused by a partial suspension of service following a track fire in the Hyde Park Corner area (£103k).



Metronet SSL

Metropolitan, Circle & Hammersmith lines

In 2005/06 agreed availability was 39% better than benchmark while the current 2006/07 YTD figure is 48% better than the lower benchmark. The peak in period 2 of 2006/07 was due to two signal failures on the Metropolitan and Circle lines at Farringdon both agreed by MRSSL. The largest incident agreed by MRSSL in period 5 was a Circle line train withdrawal at Bayswater due to door problems (£10K). The largest incident in abeyance in period 5 is a speed restriction on the Circle line between Barbican and Farringdon pending stock and switch replacement (£238K).



London Underground Period Performance Report To Period 5 2006/07 PPP Performance vs Availability Benchmark

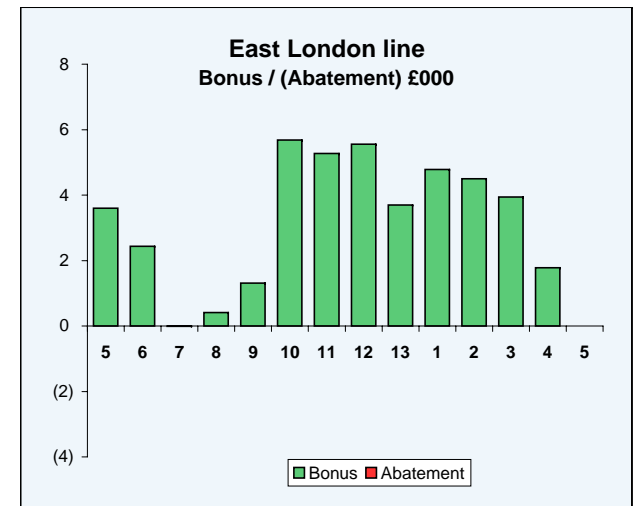
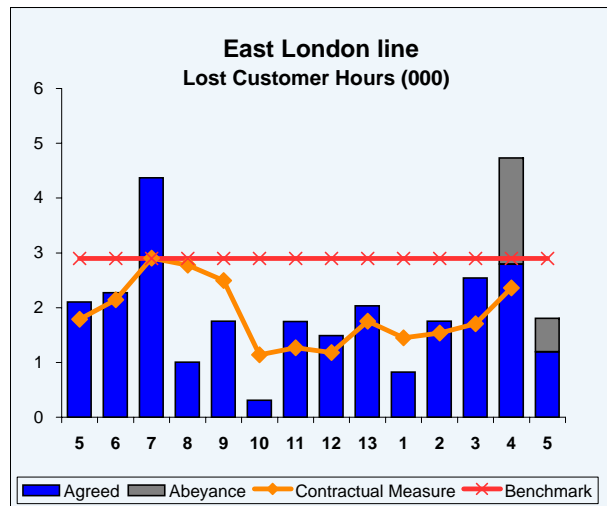
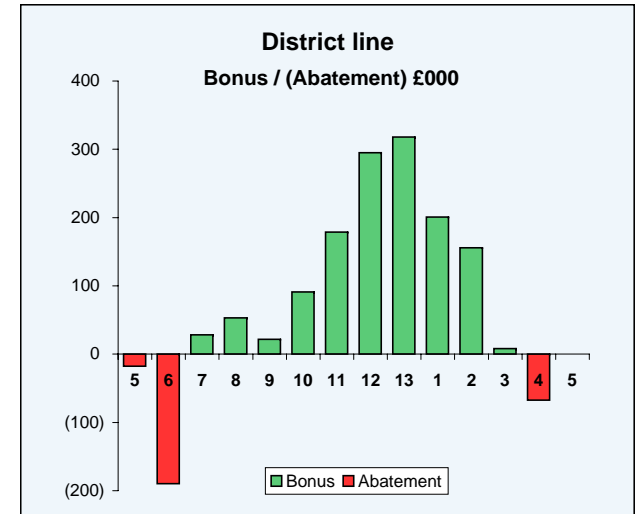
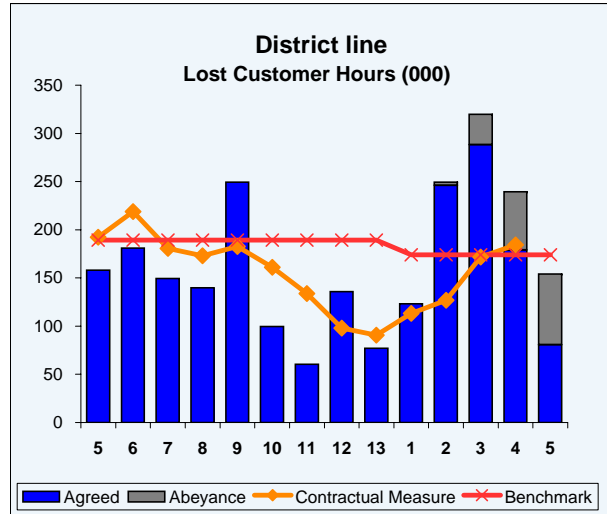
Metronet SSL

District line

In 2005/06 agreed availability was 16% better than benchmark. The current 2006/07 YTD figure is 32% better than the lower benchmark. The peak for period 9 is made up of rail adhesion problems in the Kew Gardens area and a signal failure at St James's Park. The peak in Period 2 of 2006/07 is due to a points failure at Upminster and speed restrictions between Bromley-by-Bow and East Ham caused by excessive rail temperatures which also affected period 3. The largest incident accepted by MRSSL in period 5 was a signal failure at Stepney Green caused by flooded tracks (£124K). The largest incident currently in abeyance for period 5 is a speed restriction between Whitechapel and Stepney Green caused by poor rail condition (£47k). This is however expected to be reviewed for data correction which will significantly reduce the incident's value.

East London line

In 2005/06 agreed availability was 34% better than benchmark. The current 2006/07 YTD figure is 51% better than the same benchmark. The peak in period 7, 2005/06 was due to a train delay at Wapping caused by signalling problems. For period 4 of 2006/07, the peak is for a train withdrawal at Surrey Quays caused by defective motors plus a lift failure at Wapping following the overrun of a planned closure, currently in abeyance. The largest incident agreed to MRSSL in period 5 is a train delay at New Cross due to defective tail lights (£2.5K). The only incident in abeyance for period 5 is a train withdrawal at Surrey Quays due to faulty motors (£0.5k).



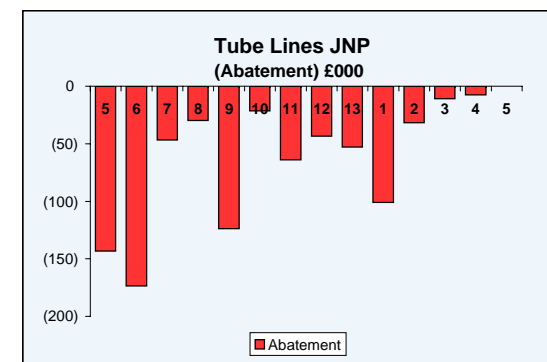
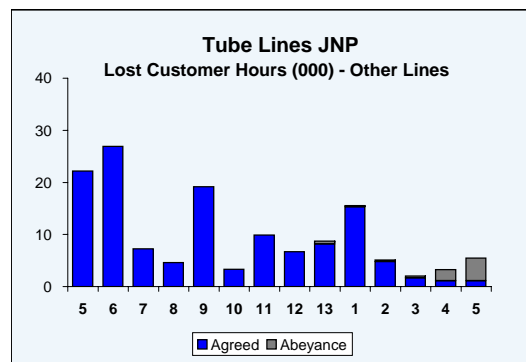
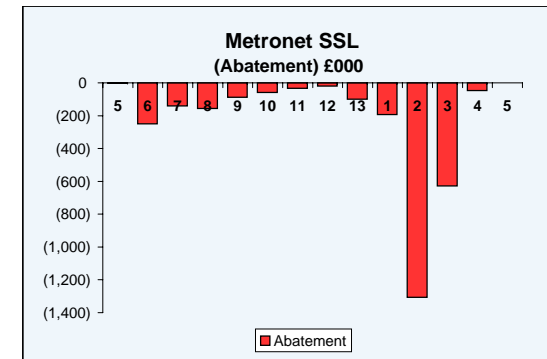
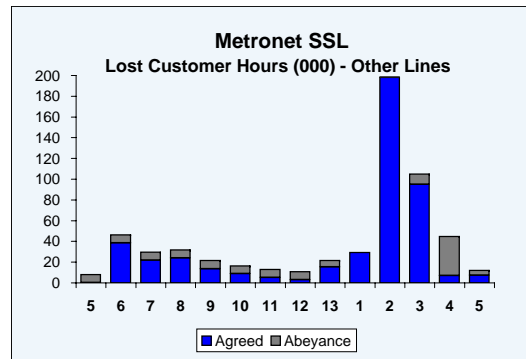
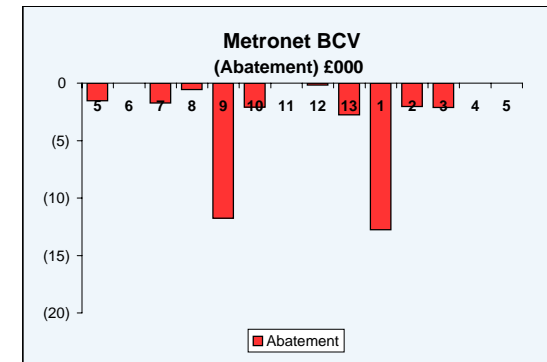
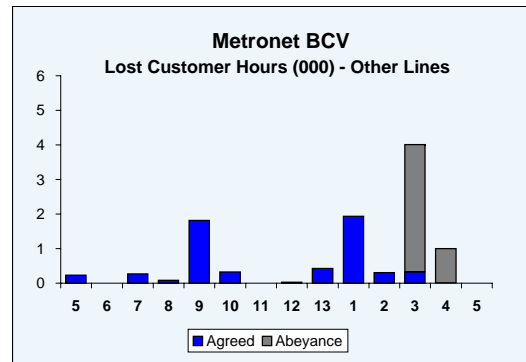
**London Underground Period Performance Report
To Period 5 2006/07
PPP Availability - Other Lines**

Note there are no benchmarks as it is impossible to predict the effects of Infraco incidents on other lines.

In 2005/06 the peak in period 9 was due to a loss of air supply to trainstops at Finsbury Park that affected Piccadilly line services. In 2006/07 in period 1 the peak is due to a delayed Northern line train departure caused by loss of power at Elephant and Castle station. The value in abeyance in period 3 was largely due to a station closure at Bank which caused the District and Northern lines to non-stop the station.

Performance in period 5 of 2005/06 was revised to reflect the impact of the high disruption service days adjustment on the Piccadilly Line for the 7 July 2005 bombing incident. The largest incident in period 6 was a Signal Failure at Turnham Green (217K). The peaks in periods 2 and 3 of 2006/07 are due to a number of speed restrictions on the Piccadilly Line in the Acton Town area caused by excessive rail temperatures. The largest incident agreed in period 5 was a Jubilee Line train cancellation in Neasden Depot caused by a failure with its signal computer (£18K). The largest incident in abeyance for period 5 is a Piccadilly Line train delay at Turnham Green following a bridge strike (£22K).

In 2005/06 the peaks in periods 5 and 6 were caused by signal failures at Wembley Park (£20k) and Finchley Road (£49k). The peak in period 9 was due to a signal failure at Earls Court (£27k) currently at Level B in the attribution process. The 2006/07 period 1 peak was as a result of a Metropolitan Line train delayed at Finchley Road by a signal failure (£125k). In period 5 the largest agreed incident was a Metropolitan Line train delayed by a points failure at Wembley Park (£2k) and the largest incident in abeyance was also Metropolitan Line train delayed by a points failure at Wembley Park (£23k).

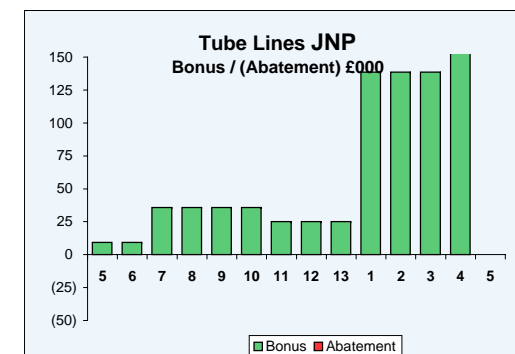
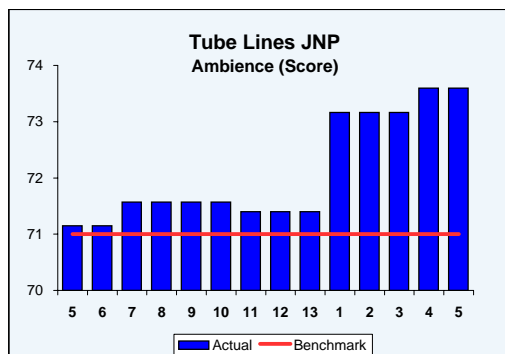
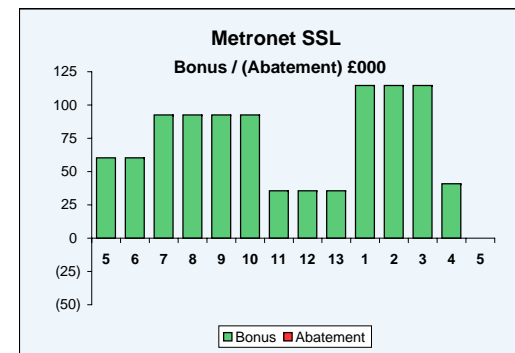
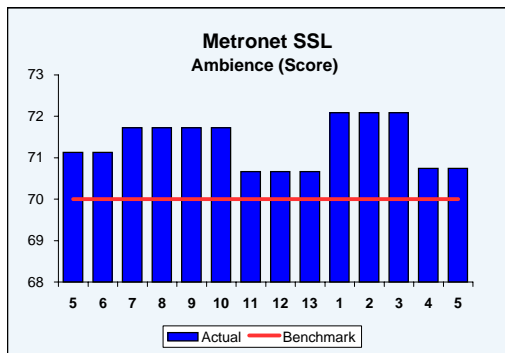
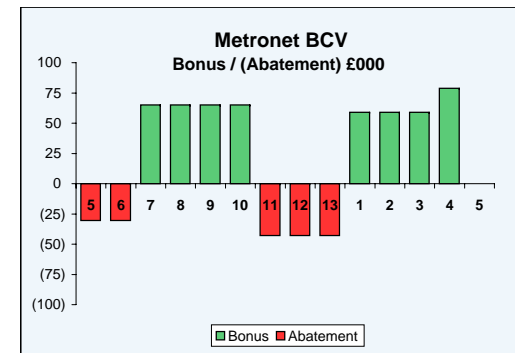
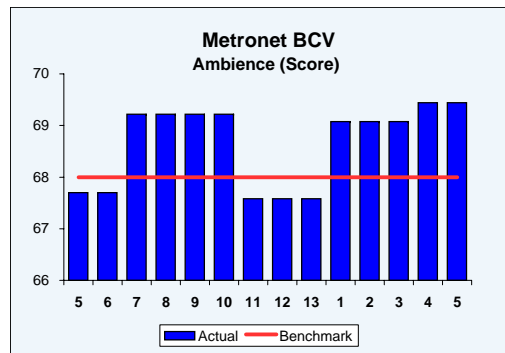


**London Underground Period Performance Report
To Period 5 2006/07
PPP Performance vs Ambience Benchmarks**

The aggregate ambience score has increased since last quarter and station ambience has improved. There were 23 stations below target in Q1. This has improved but only slightly as Q2 scores show 19 Stations below the target. Of the 19, 18 were Central Line Stations with over half of these due to have completed either a refurb or mod by March 2006. These poor scores are outweighed by good performance on the Trains ambience. All fleets are above their benchmarks which results in a aggregate score of 70.4.

In quarter 1 of 2005/06 the overall SSL ambience score was better than benchmark. This was due to good train cleaning and technical engineering scores on all lines. Station scores had improved following MRSSL's commitment to have heavy cleans at major stations. The quarter 2 results declined but remain better than benchmark. The results of D Stock train refurbishment have improved figures for quarter 3, as have the delivery into service of refurbished stations - Bayswater, North Harrow and Bow Road being examples. Quarter 1 06-07 results improved to the Quarter 3 05-06 levels. This was facilitated by continued improvements to the condition of the D stock trains as more refurbished trains become available for service and a return to higher cleanliness and condition scores at most stations. The Quarter 2 06-07 results have fallen to the levels achieved in Quarter 4 05-06, albeit still above Benchmark. The reduced score was mainly caused by poorer Train Ambience Engineering attribute scores that have an impact for the whole year.

JNP Ambience performance in 2005/06 was mixed with the first half of the year showing an improving trend that was above benchmark. There was a small fall in Q3's scores. The current quarter 1 MSS survey score for Ambience performance shows a further improvement to 73.36 which remains better than benchmark. There are some improvements to train and station attributes scores. On the Jubilee Line trains cleanliness, condition and non scratch graffiti scores are better while those for litter and external scratch graffiti are worse. The internal scratch graffiti score remains at its high level. On the Northern Line trains condition and litter have improved while other attributes are level or have declined slightly. On the Piccadilly Line trains there is a more mixed performance with cleanliness and internal scratch graffiti improving but other attributes such as condition declining slightly. On stations there is a mixed performance with small improvements to condition, cleanliness and graffiti scores. Litter and lift and escalator appearance scores have either remained stable or shown a small decline in one or two instances.



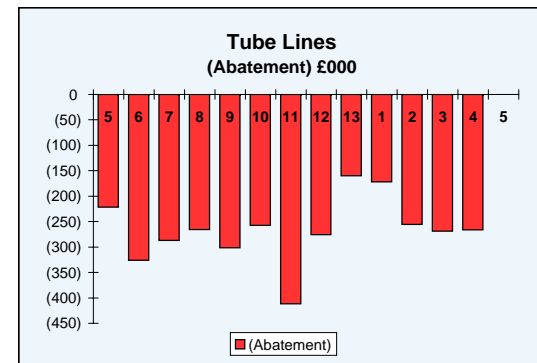
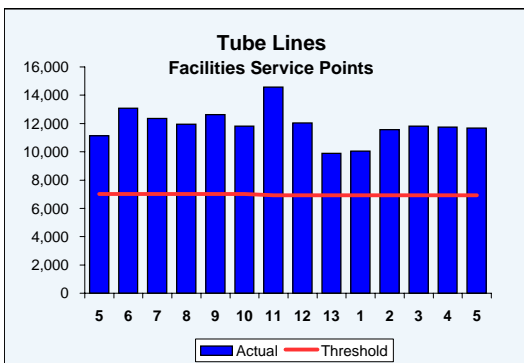
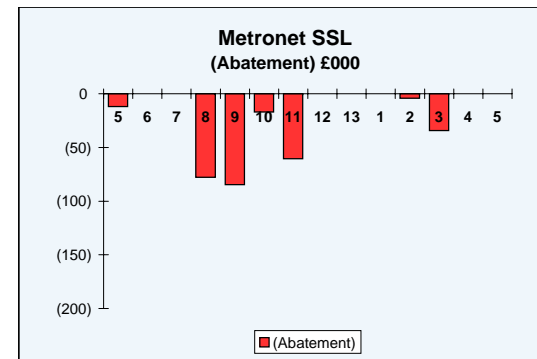
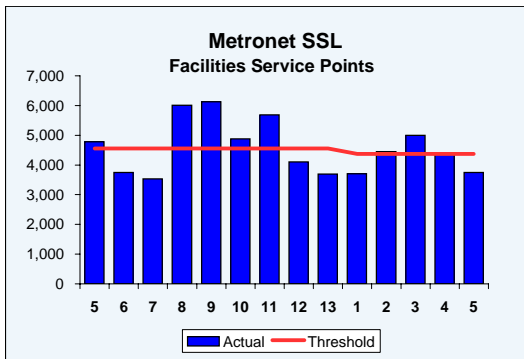
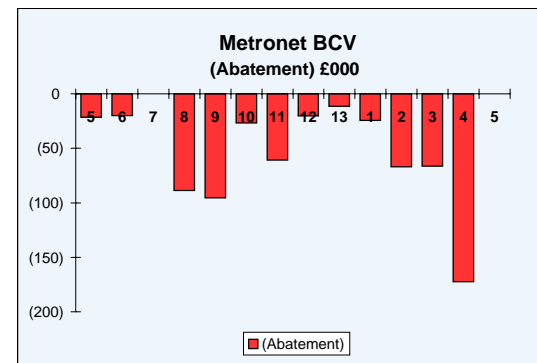
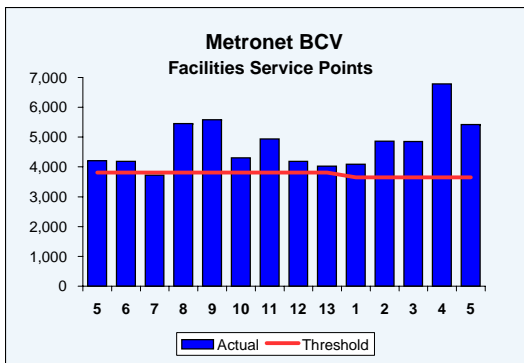
Note: The Quarter 1 2006-07 MSS scores determine the ambience bonuses or abatements for Quarter 2 (Periods 4 - 6)

**London Underground Period Performance Report
To Period 5 2006/07
PPP Performance vs Facilities Service Point Thresholds**

In 2005/06 performance was 21% worse than threshold. In 2006/07, as per the contract, the threshold is tougher. Performance is currently 42% worse than threshold and can be expected to rise as currently open faults are closed. The peak in period 4 is due to an increase in DMI and Help Point faults. In period 5 DMI performance has deteriorated again. However this period has seen an improvement in PA and toilet service points but this is outweighed by performance of DMIs primarily on the Central Line.

Performance for 2005/06 was 2% worse than threshold. The peak in period 8 was caused by a defective Dot Matrix Indicator at West Brompton and the peak in period 9 is due to Dot Matrix Indicator faults at Cannon Street and Harrow on the Hill and defective CCTV systems at South Kensington and Earl's Court. The peak in period 11 was caused by a broken Train Describer at Plaistow. Performance in 2006/07 is currently 14% better than the tougher 2006/07 threshold, however this is likely to worsen when all incidents in period 5 have been agreed. The peak in period 2 was caused by defective Dot Matrix Indicators at East Putney, Stepney Green and Hammersmith (D&P) whilst in period 3 it was for a defective Dot Matrix Indicator at Turnham Green. The largest agreed incident in period 5 was for a DMI at Canada Water which took 36 days to fix.

Performance in 2005/06 was 61% worse than threshold. YTD performance in 2006/07 is 64% worse than threshold. In period 5 performance has improved slightly relative to Period 4. The volume of service points has risen for CCTV, Mobility Impaired Lifts, Public Address Systems and Platform Edge Doors. Fault volumes have also risen in the same categories as for service point increases. There are no faults or service points this period for Cleaning Audits or Train Service Management Information Systems.

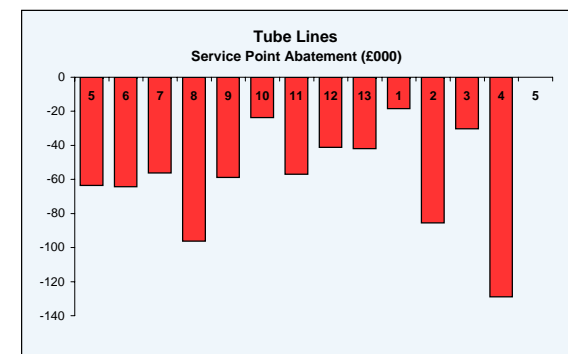
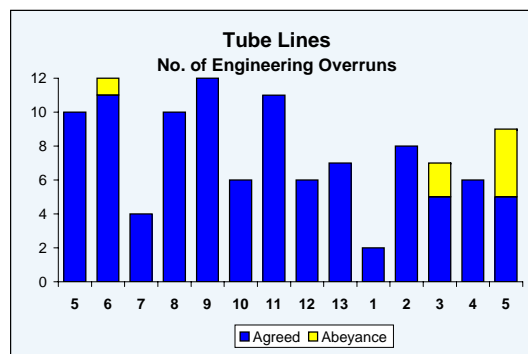
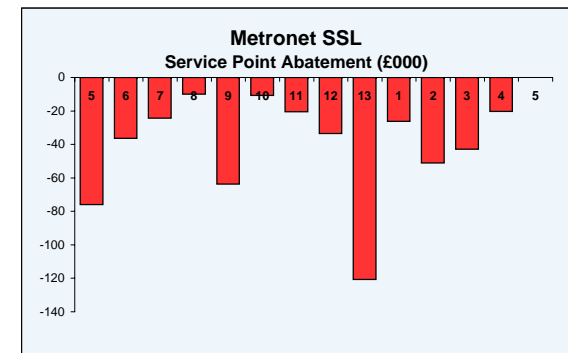
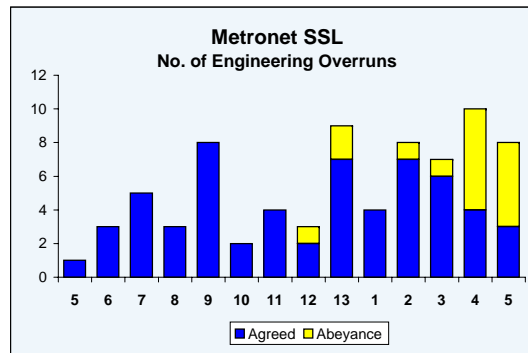
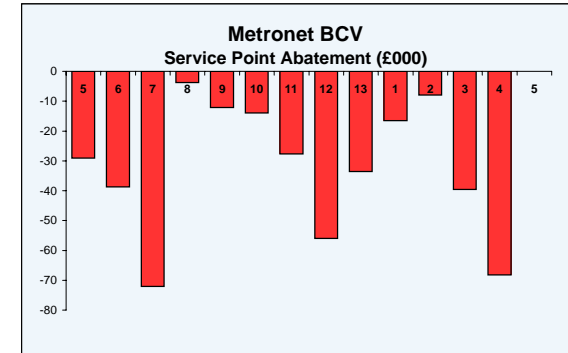
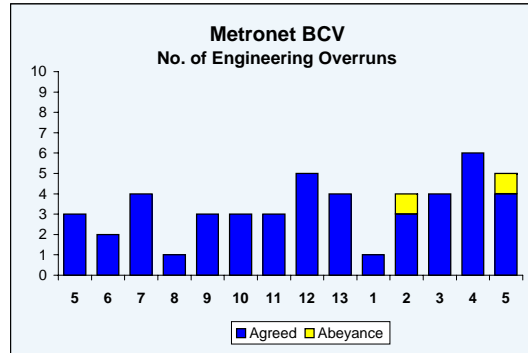


London Underground Period Performance Report To Period 5 2006/07 Engineering Overruns

Current Period Details (Incidents where attribution has not been agreed are highlighted in yellow)						
Line	Location	SD Cat	Start	End	SPs	LCH
CEN	LANCASTER GATE	TDL	26/07 05:37	26/07 05:51	70	164
VIC	KING'S CROSS ST. PANCRAS	PLS	11/08 05:34	11/08 06:31	405	3086
CEN	LOUGHTON	TCN	12/08 04:58	12/08 05:20	110	1
VIC	WALTHAMSTOW CENTRAL	PLS	17/08 05:22	17/08 05:45	115	108
VIC	KING'S CROSS ST. PANCRAS	PLS	19/08 05:30	19/08 05:53	115	21

Line	Location	SD Cat	Start	End	SPs	LCH
CIR	MOORGATE	TDL	27/07 05:09	27/07 05:52	300	1332
CIR	ALDGATE	TDL	29/07 05:10	29/07 05:48	190	16
MET	UXBRIDGE	TDL	31/07 05:12	31/07 05:25	65	72
PIC	UXBRIDGE	TDL	31/07 05:17	31/07 05:26	45	157
DIS	WIMBLEDON	TCN	02/08 04:55	02/08 05:02	35	0
DIS	BECONTREE	FSC	13/08 05:52	14/08 00:41	600	966
DIS	PLAISTOW	SIG	16/08 05:24	16/08 05:58	340	4816
MET	UXBRIDGE SIDINGS	TCN	16/08 04:53	16/08 05:12	95	1

Line	Location	SD Cat	Start	End	SPs	LCH
NOR	MORDEN DEPOT	DLS	25/07 05:00	25/07 05:12	60	609
PIC	COCKFOSTERS	TDL	25/07 05:22	25/07 05:34	60	273
JUB	NEASDEN DEPOT	TCN	31/07 05:02	31/07 05:56	220	10
MET	WEMBLEY PARK	TCN	31/07 05:00	31/07 05:11	110	2
JUB	WEMBLEY PARK	TDL/TWD	31/07 05:43	31/07 06:22	195	180
NOR	CAMDEN TOWN	PLS	01/08 05:54	01/08 06:24	150	2751
DIS	EALING COMMON DEPOT	TCN	16/08 04:23	16/08 04:50	135	1
PIC	NORTHFIELDS	TDL	16/08 04:42	16/08 05:06	120	13
NOR	GOLDERS GREEN	PLS/PLA	17/08 05:34	18/08 01:00	1395	6707



SD Cat = Service Disruption category: PLS = Partial Line Suspension; TDL = Train Delay; TCN = Train Cancellation; DLS = Depot Late Start; FSC = Full Station Closure; SIG = Signal Failure; PLA = Platform Closure
Lost Customer Hours due to Engineering Overruns are included in Availability



London Underground's Strategy

Underground Advisory Panel

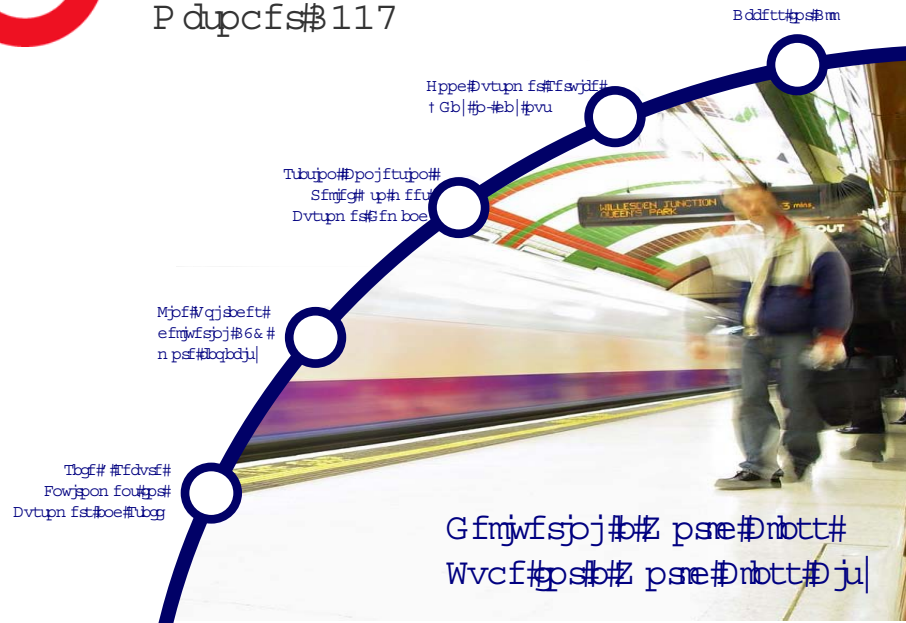
October 2006



Background



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P dupcfs#117



- Our business plan is the delivery vehicle for our strategy
- Business plan typically focuses on capital investment
- Our strategy reaches beyond asset improvements to our organisational capability to deliver our vision



Background

- Keeping London moving: 3 m journeys a day
- Tired assets leading to delays and failures
- Unprecedented Investment Programme
 - Largest programme for 70 years
 - Much delivered through PPP and PFI contracts
 - PPP represents a one off opportunity
- London's growth is reliant on transport
- Delivering for the Olympics

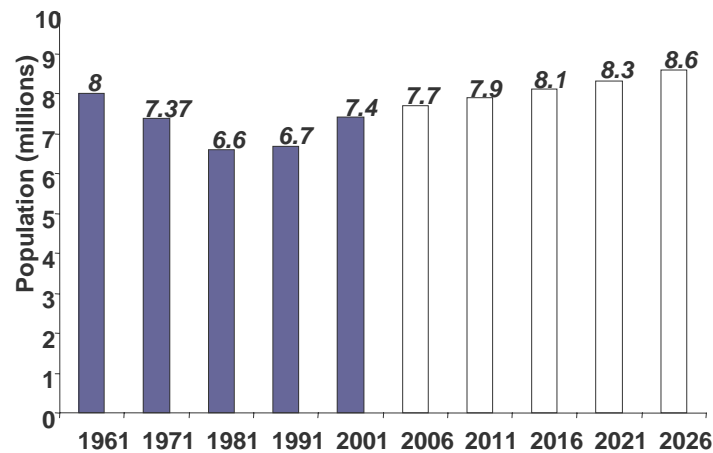
The Challenge:

Transforming the Tube to overcome the asset backlog, deliver more capacity, and meet the Mayor's vision for London, *while keeping London moving day in, day out*

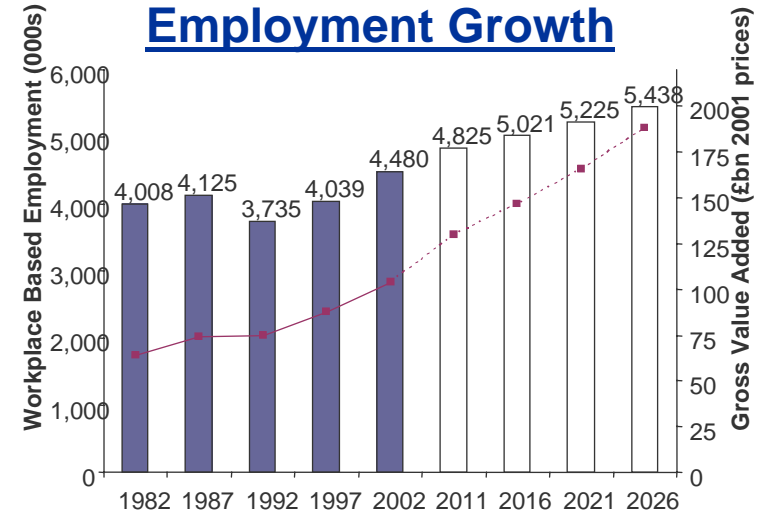


Population and Employment

Population Growth



Employment Growth



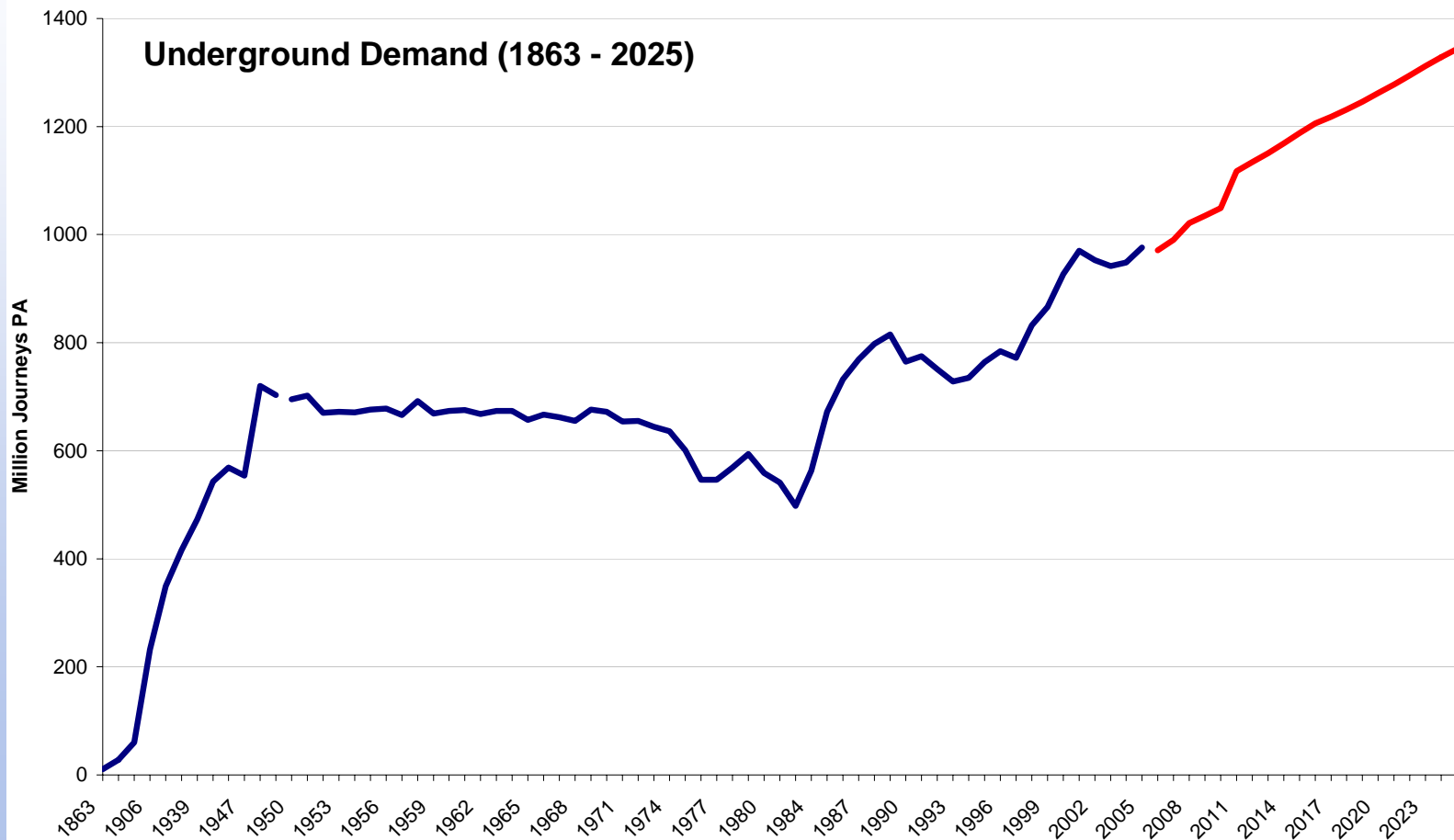
■ Actual figures □ Projected figures

- 18% increase in people of working age (25-59) in London predicted
- Greatest population growth in outer London
- Greatest employment growth concentrated in East London, the City, Docklands, the Thames Gateway and Inner-West London
- Increased demand on routes in and out of central London.



Demand for the Tube

- High forecast growth supporting the economy
- Implications for reliability and capacity



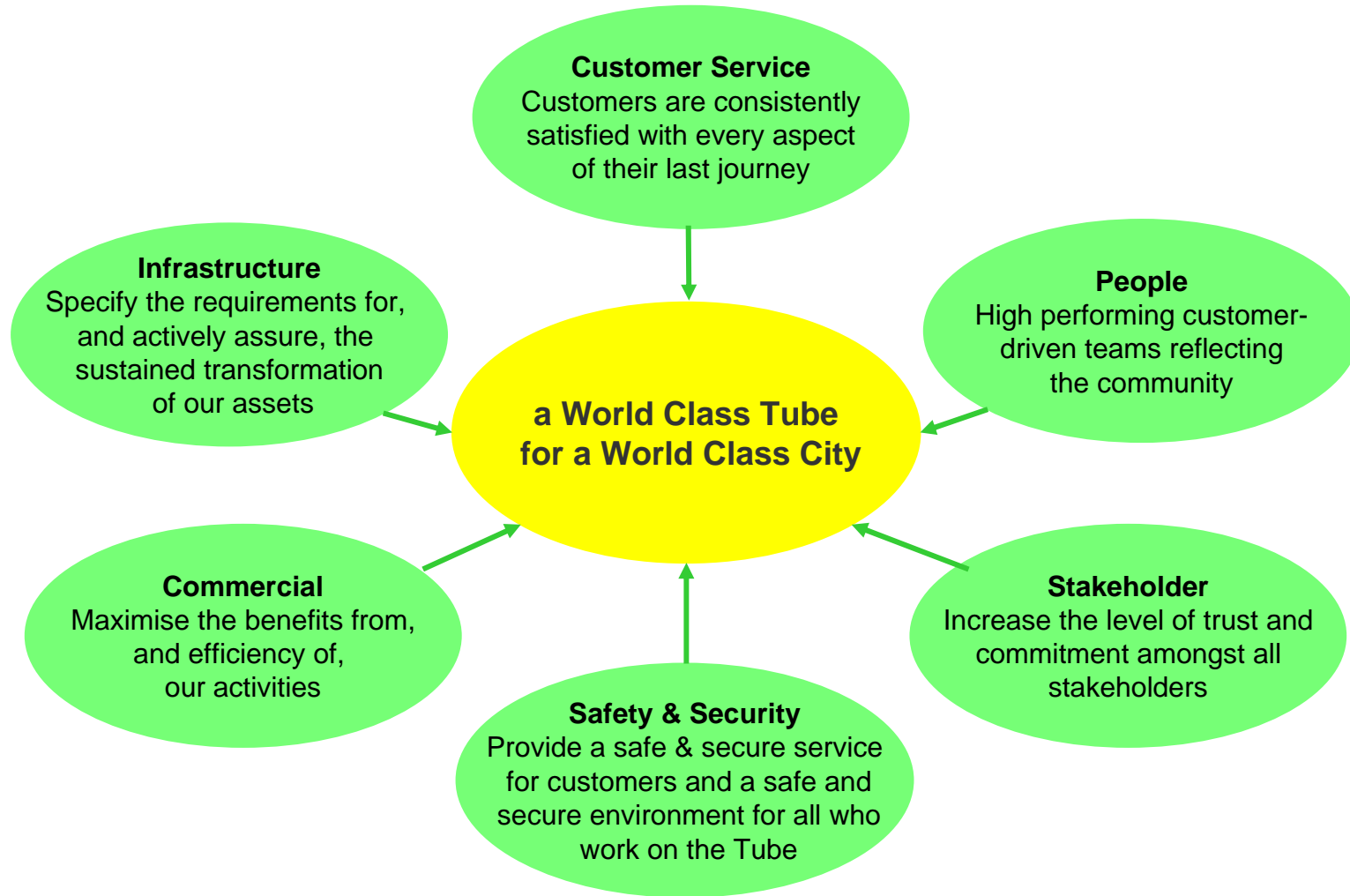


Our Strategy

- Our strategy is the response to this challenge, and comprises:
 - a clear vision for customer service
 - a strategy grounded on a reliable service and LU's rich heritage and tradition of customer care
 - strategic goals that support and deliver the Mayor's vision for London
 - a strategic framework designed to deliver an organisation capable of meeting the challenges



Strategic Framework





Explaining the framework

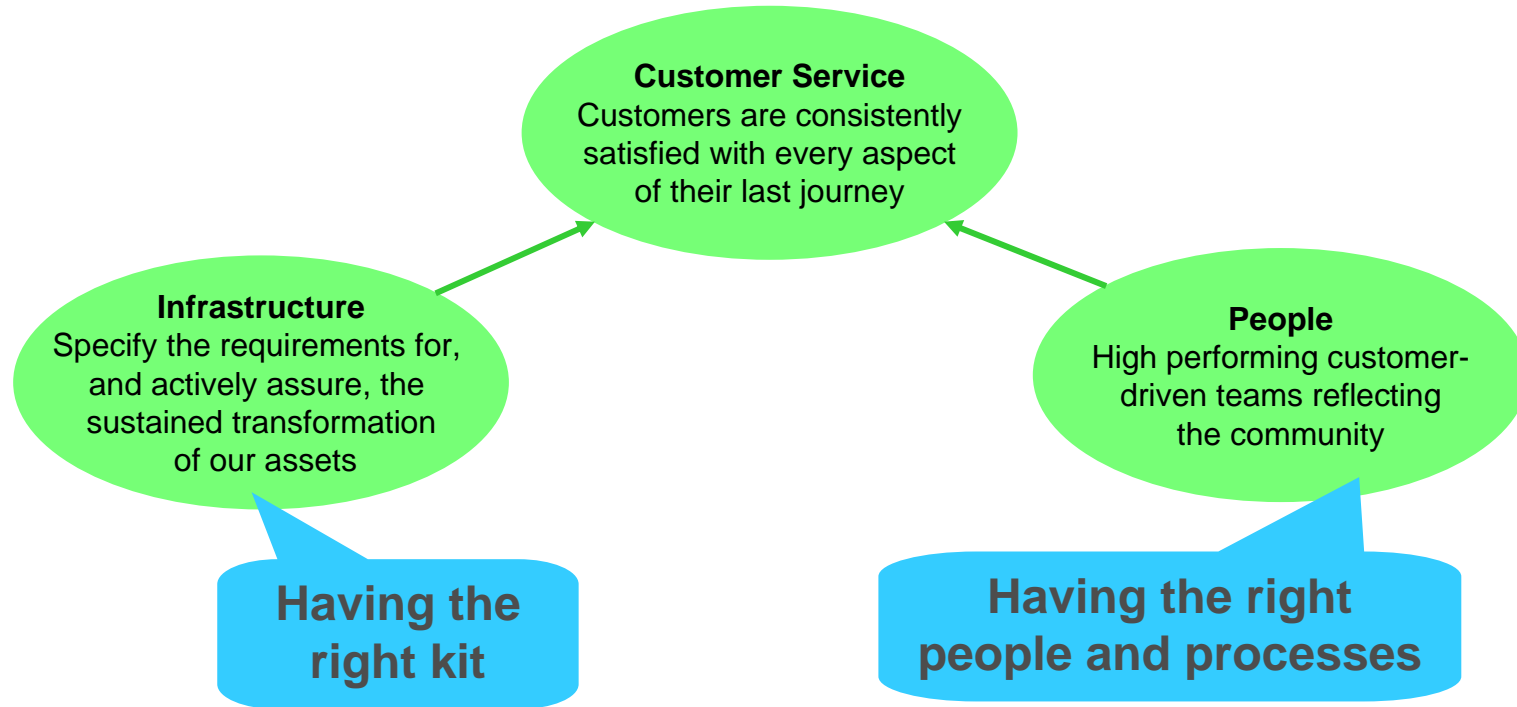
Customer Service

Customers are consistently satisfied with every aspect of their last journey

What we must deliver



Explaining the framework



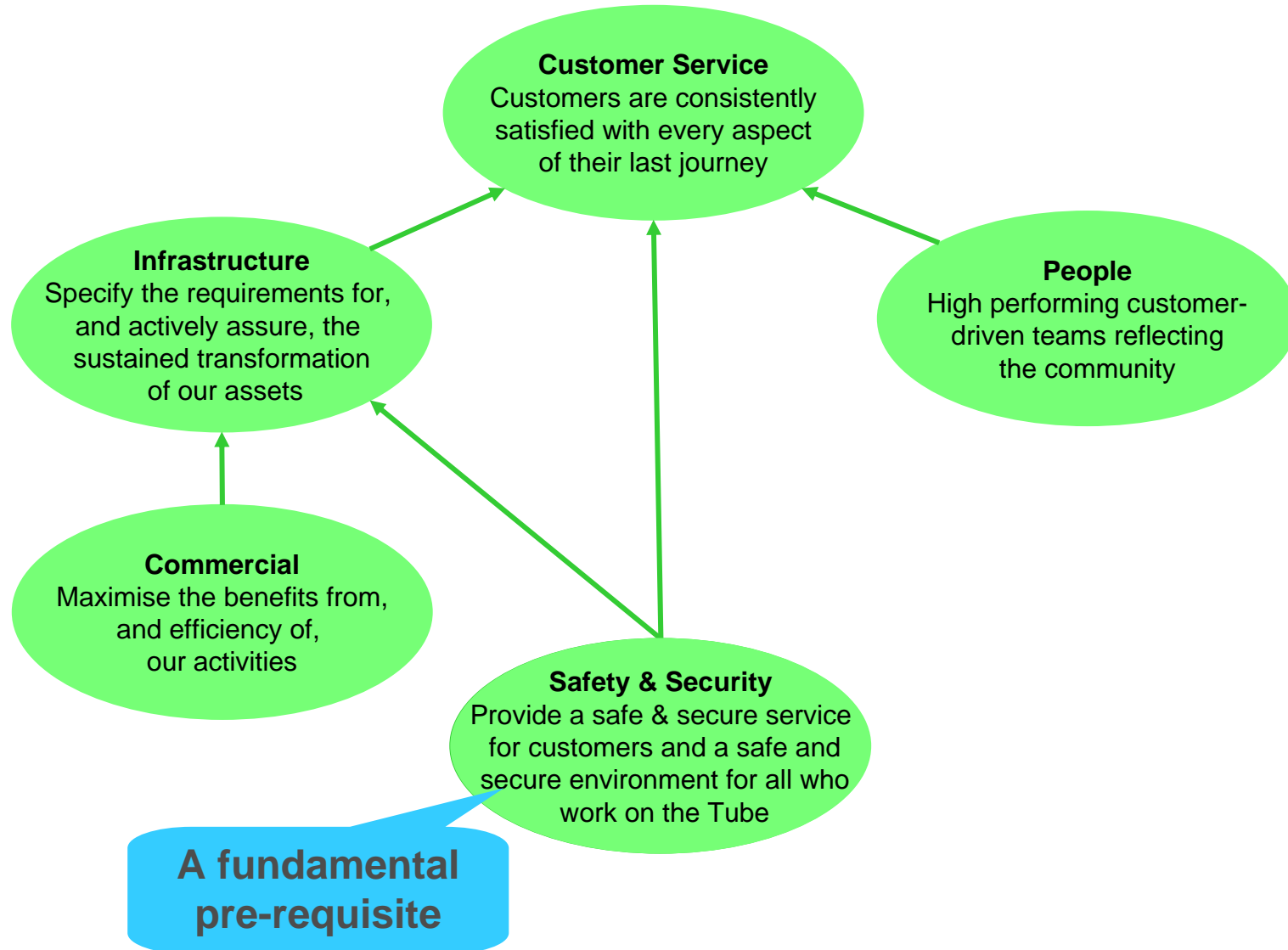


Explaining the framework



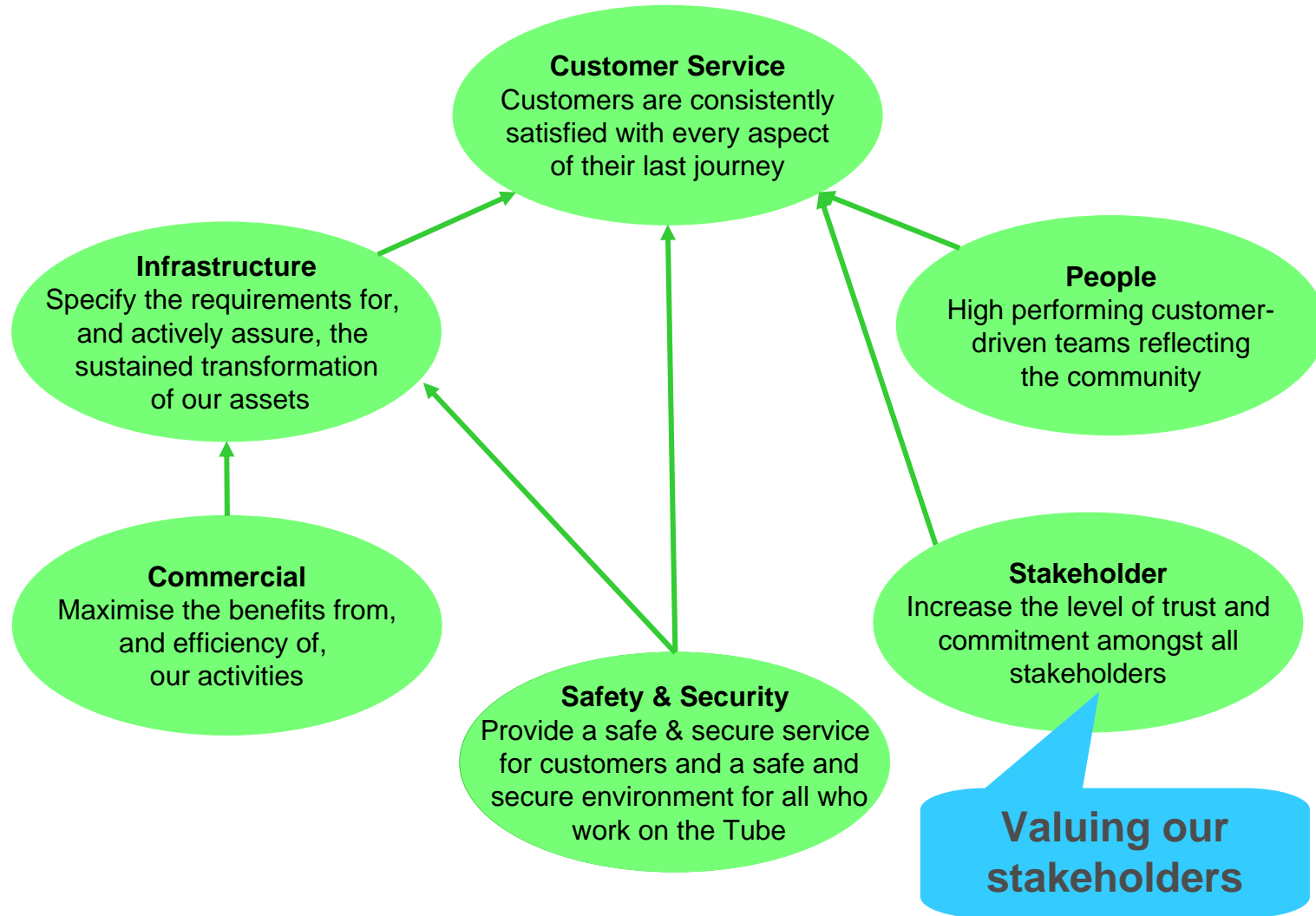


Explaining the framework



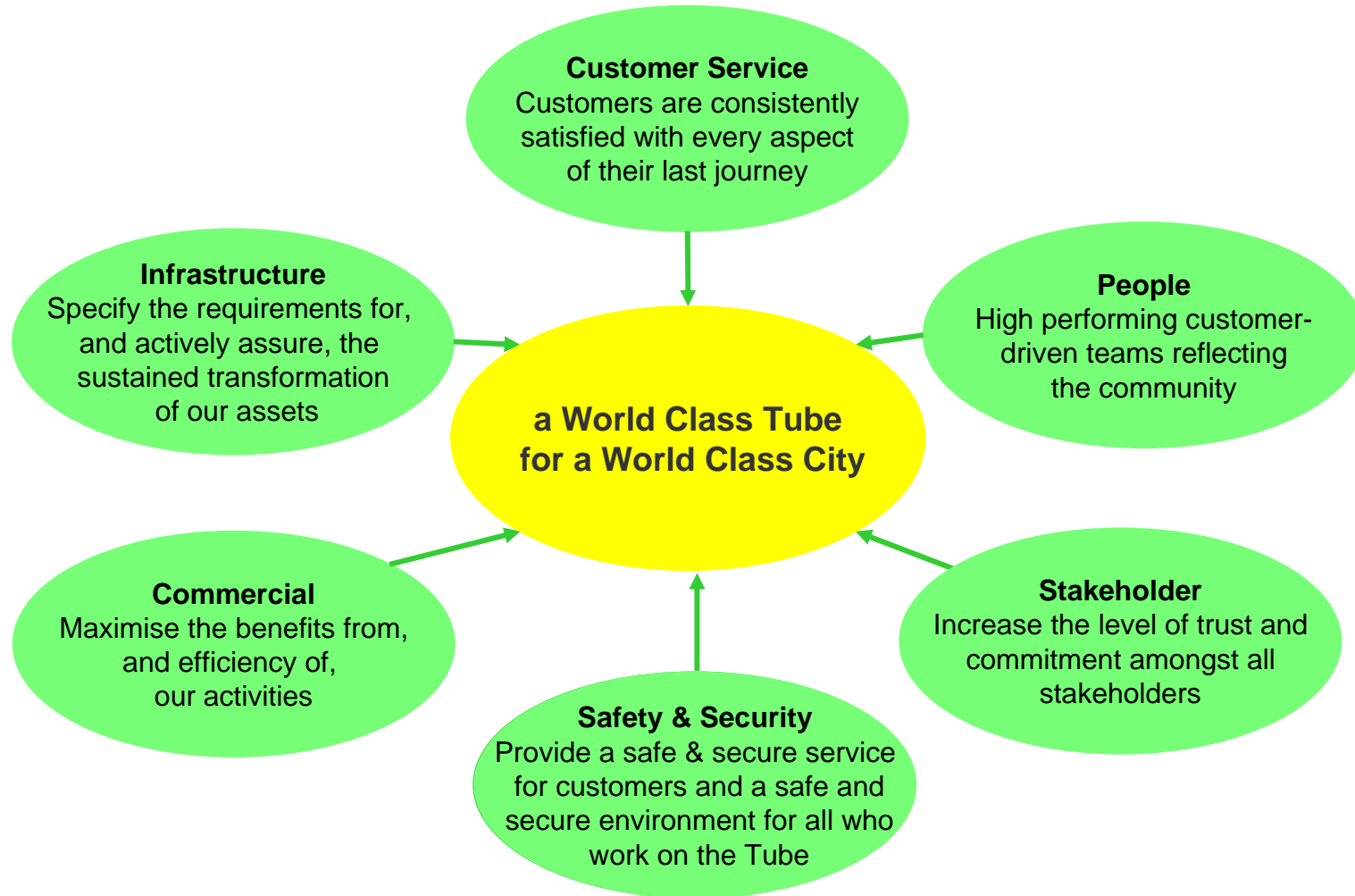


Explaining the framework





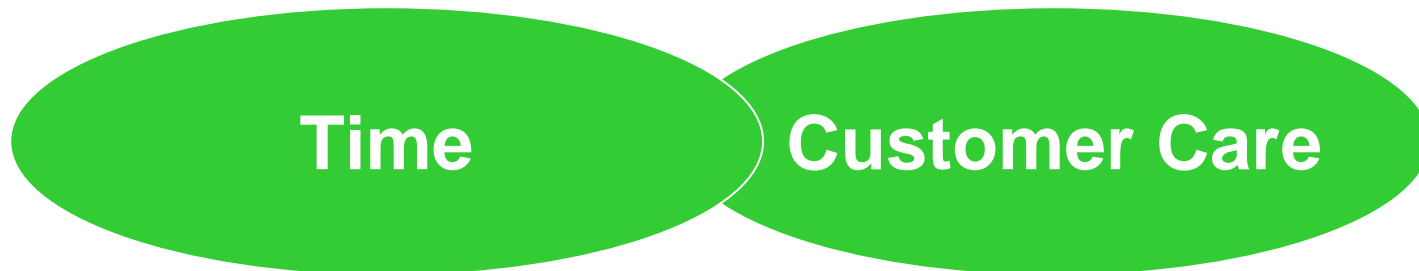
Strategic framework





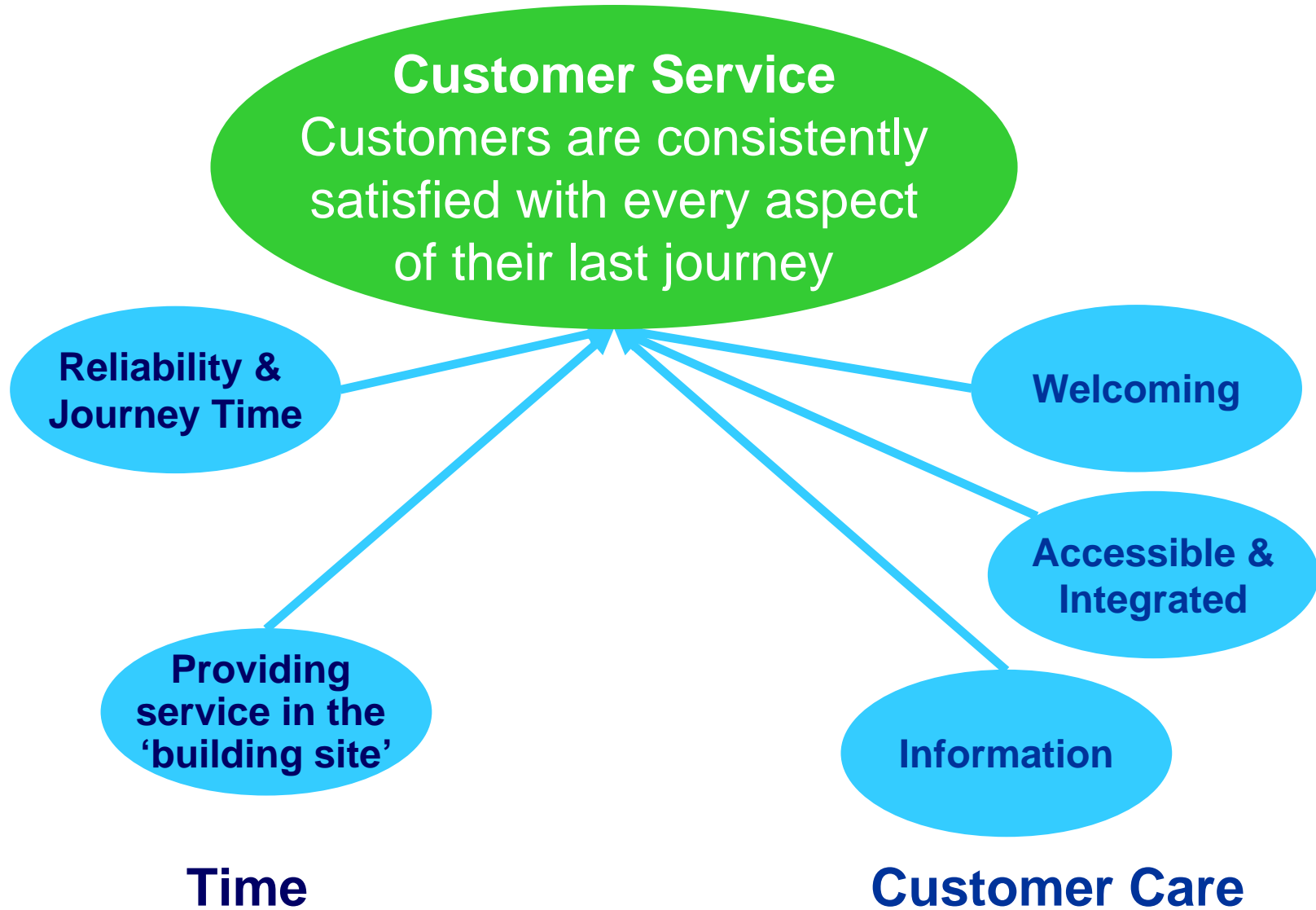
Customer Service Strategy

- Achieve 'world class' by valuing the quantity and quality of customers' time
- Time: getting the basics right – delivering consistently reliable and fast journeys, now and in the future
- Customer care: making the difference through the quality of our service





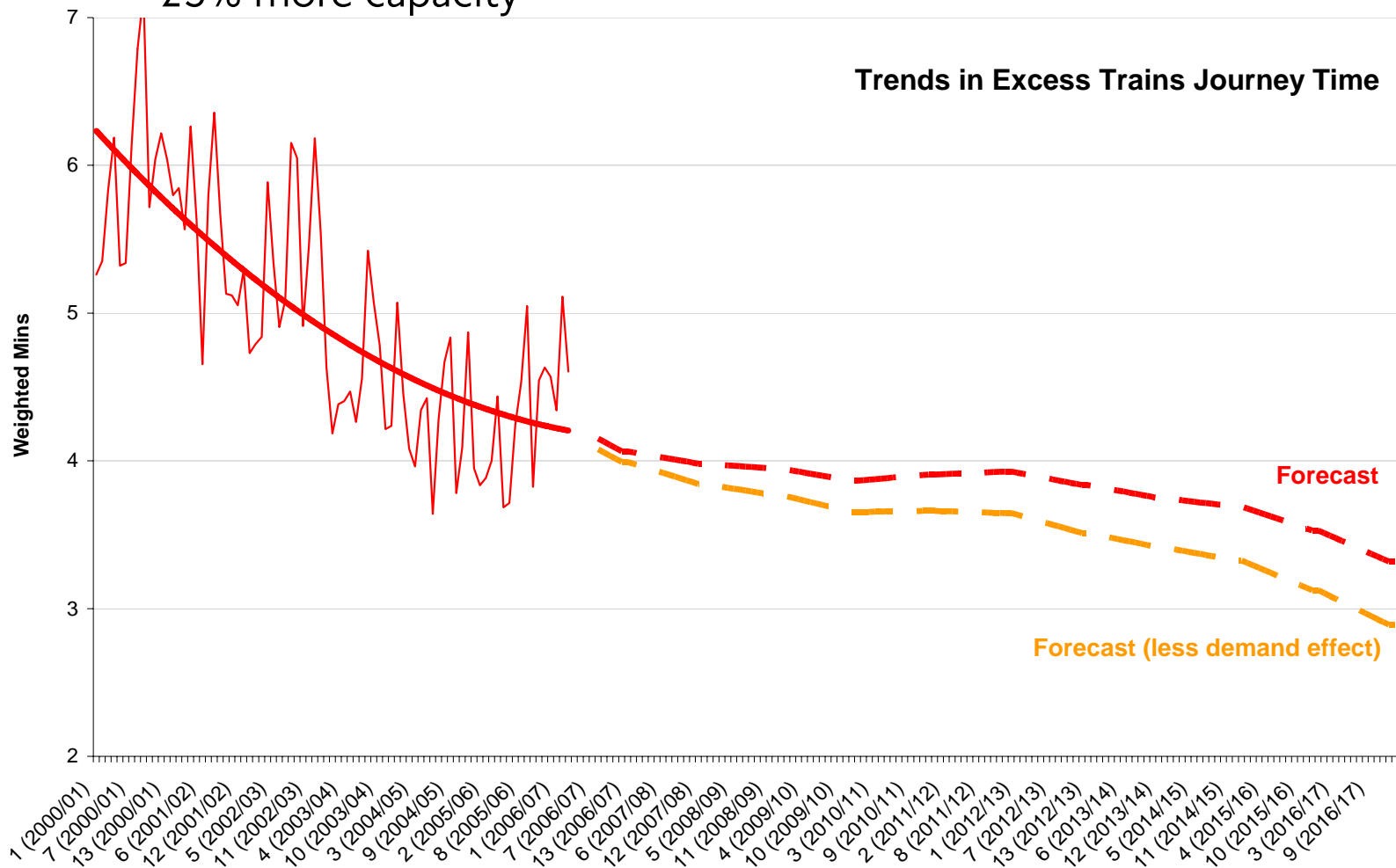
Customer Service Objective





Time

- Our plan provides
 - 15% journey time improvement
 - 25% more capacity





Time

Summary of the approach:

- Get the core service right
- Deliver capacity for the long term

Long term: capacity beyond PPP

Providing more capability and capacity: utilisation of the line upgrades & tackling the worst station congestion problems

Improving reliability through staff performance

Improving reliability through timetables and projects

Managing the building site

**Daily service
delivery**

Context:

- Demand growth
- Asset condition and renewal
- Reliability to increase effective capacity
- Capacity to support long term reliability



Time Reliability

- Day in day out operational excellence
 - Primary service delivery focus – robust management of the service

Robust
management of
the service

- Focus on LCHs
- Scorecard & Proxy measures
- Conference calls & Daily reviews
- Response teams
- Visualisation room
- Attendance

- Continuous improvement: line promises to address local priorities, then sharing the good practice between lines

Line Service Plans

- Terminus management (e.g. Morden)
- Infraco in service support for Train Ops at termini (to understand problems and grow confidence)
- Performance info boards for staff



Time Reliability

- Line Service Plans
- Timetables and service planning
- Reliability programme complementing line plans
 - Targeting root causes on a line by line basis, e.g.
 - Dwell time management
 - Service control (incl terminus/junction management)
 - Staff performance: ‘every second counts’
- Connect
- Operational flexibility

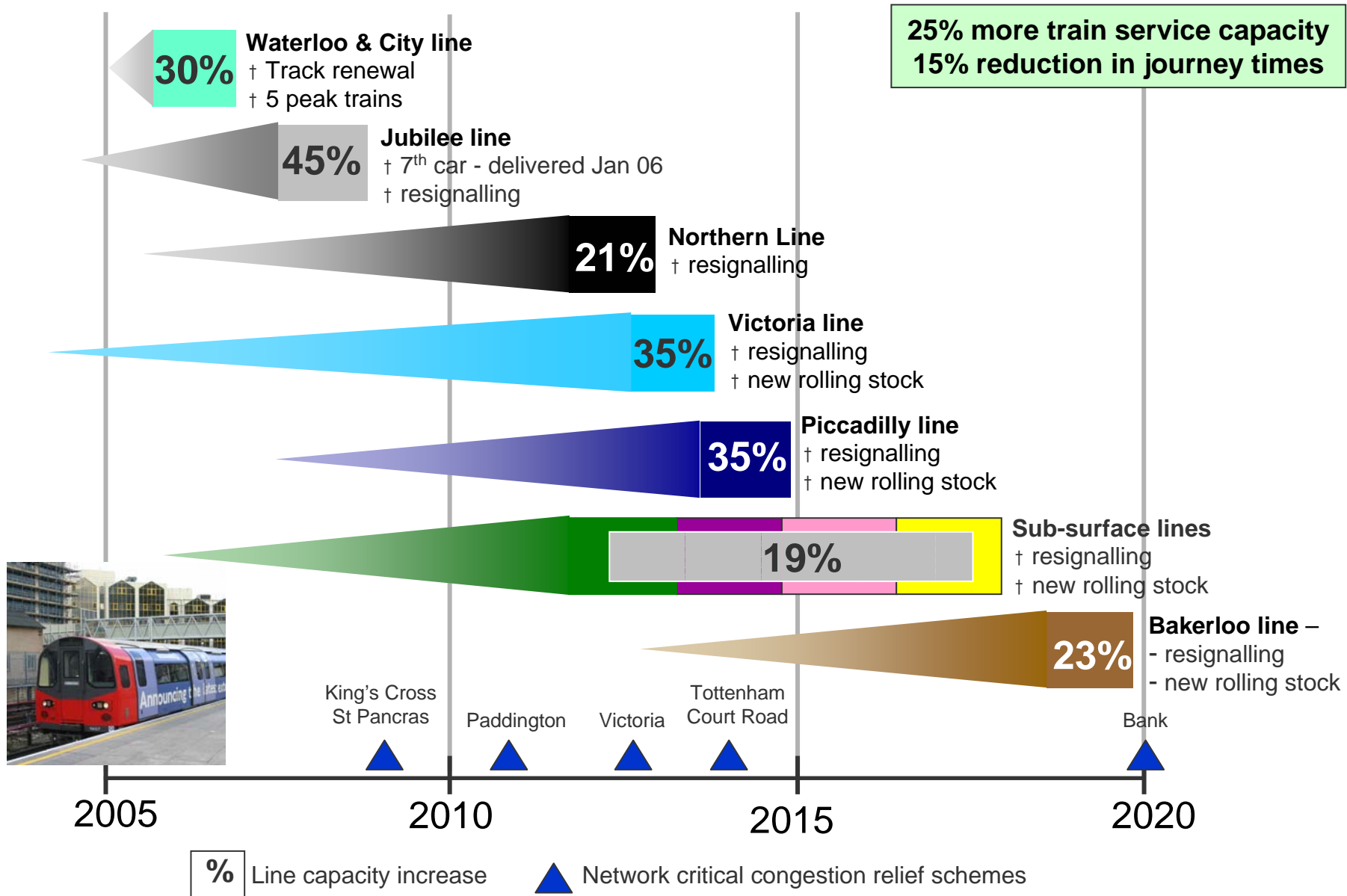


Time Reliability

- **Later running – May 07**
 - Simultaneous timetable changes on all lines
 - Never attempted before
 - New rosters and schedules for >10,000 staff
 - Change to pattern of engineering hours
 - Longer Friday night, shorter Saturday night
 - Staff agreements
 - Policing changes
 - Other modes:
 - Recast of bus services
 - National rail interface issues
 - Need to retain reliability focus through the change

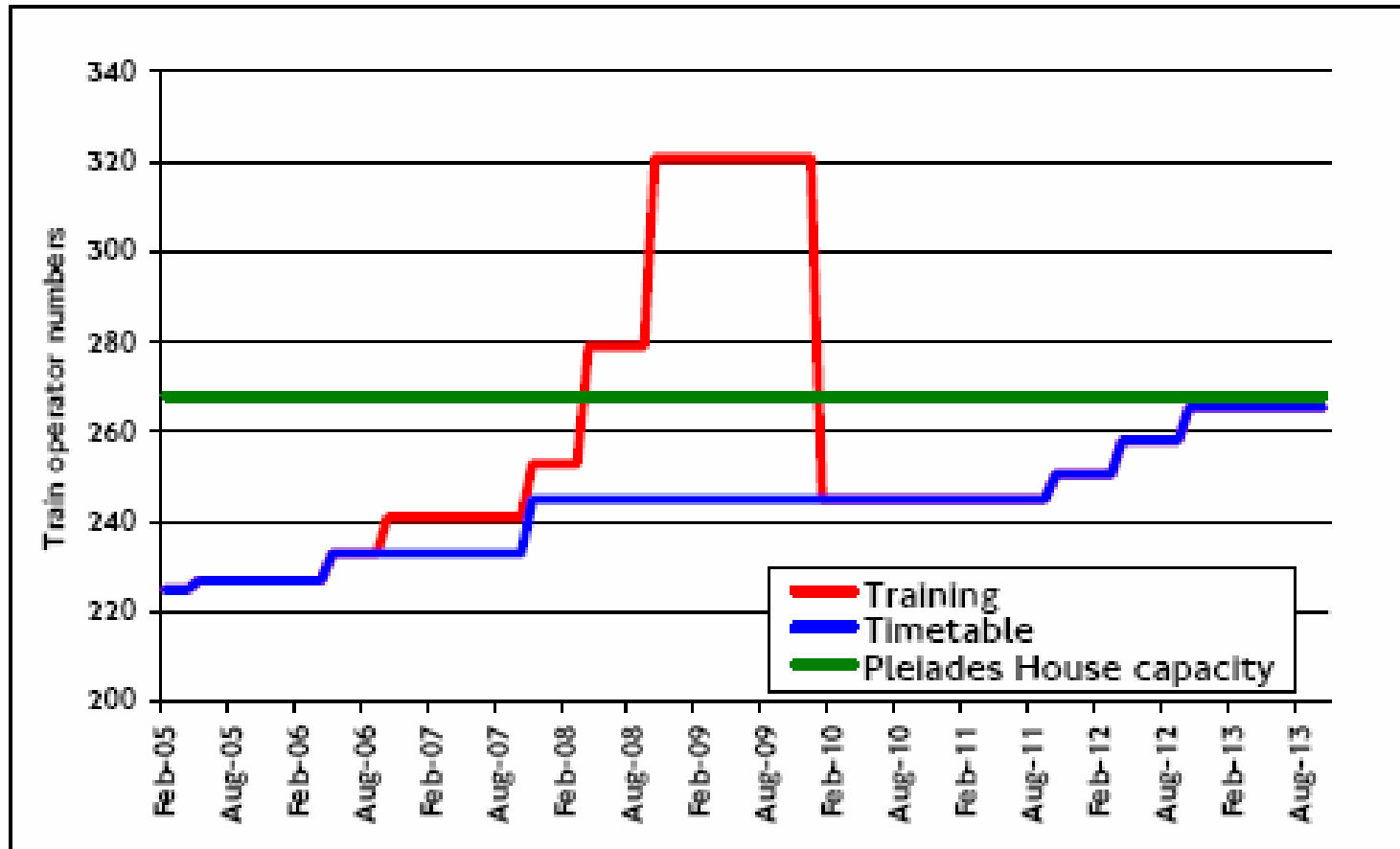


Time Line Upgrades





Time Line Upgrades Resources





Time

Journey Time - Oyster

- Oyster take up continues to increase
- Implications for the service
 - Fewer ticket office transactions
 - More use of off system channels and machines
 - Reduction in queues
 - Opportunity to move staff to higher value activity
- Fare structure
- Marketing



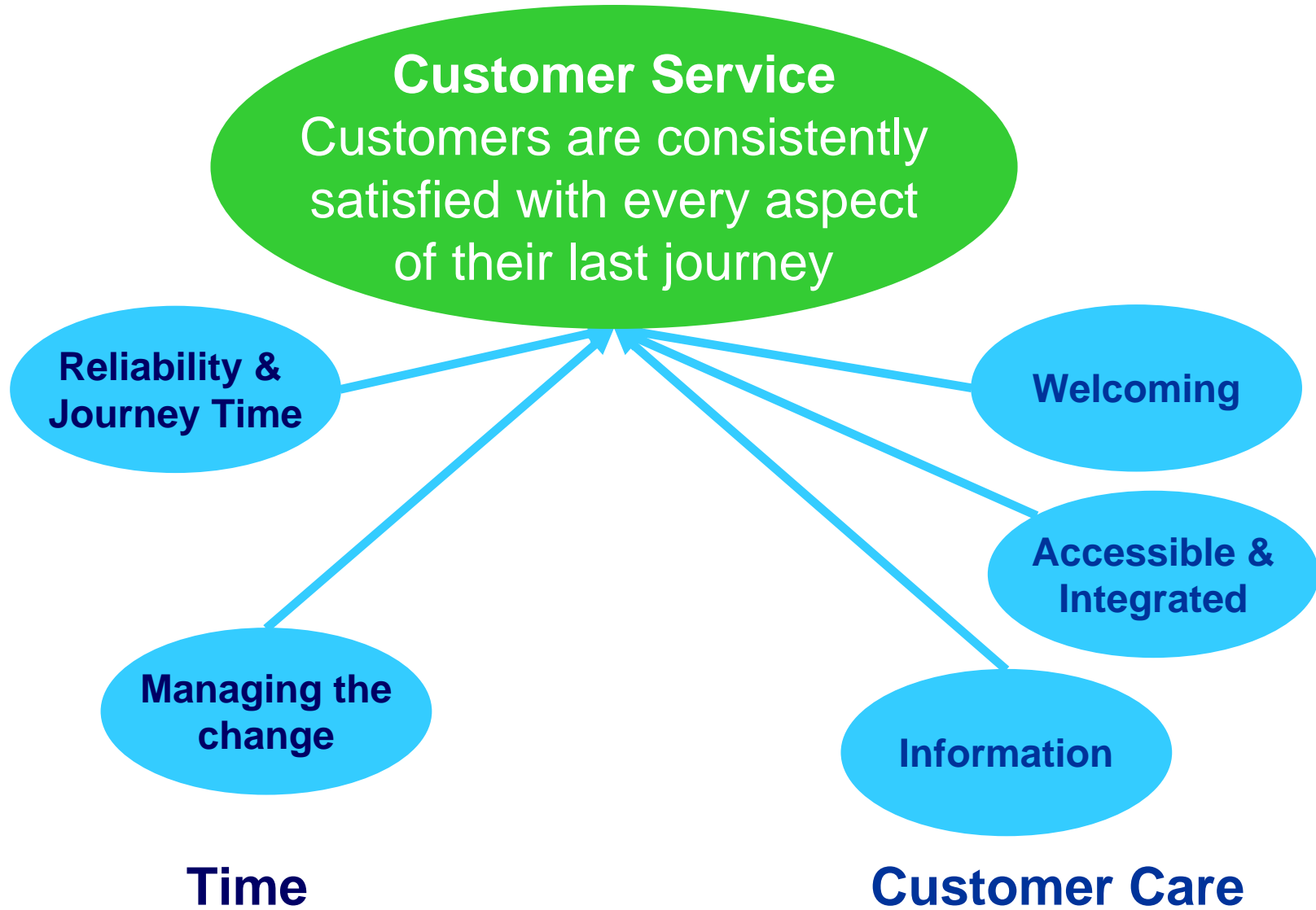
Time

Journey time – long term

- Getting the most out of the assets for the long term
- Enhancing line upgrades
 - Opportunities on the Piccadilly line
 - Possible options for Central, Bakerloo, W&C
- Bakerloo north: reliability as sole operator
- Longer term: options that spread demand, improve accessibility and resilience
 - Northern line
 - Bakerloo



Customer Service Objective





Customer Care

Summary of the approach:

- Fix the assets trading on our heritage
- Make the difference through our people

Long term: opportunities from new technology

Projects: cooling, step free access

Customer driven staff: welcoming service

Improving the physical environment: refurbishments, etc

Information

**Clean &
simple to use**



Customer Care **Welcoming**

- **Clean environment**
 - PPP is working
 - Plan to tackle graffiti (scratch & track based)
- **Improving environments**
 - Influence PPP programme
 - Secondary revenue and property issues
 - Staff understanding of station presentation
- **Cooling the tube**
- **Customer driven staff**



Customer Care **Access & Inclusion**

- **Step free access**
 - Step Free target: 33% of stations by 2013
- **Designing out other access barriers**
 - Wide aisle gates, humps, station enhancements
 - Staff awareness campaign
- **Inclusion**
 - Follow up research on excluded groups, considering areas including languages and safety perceptions
- **Integration**
 - Working with other transport providers to improve multimodal access

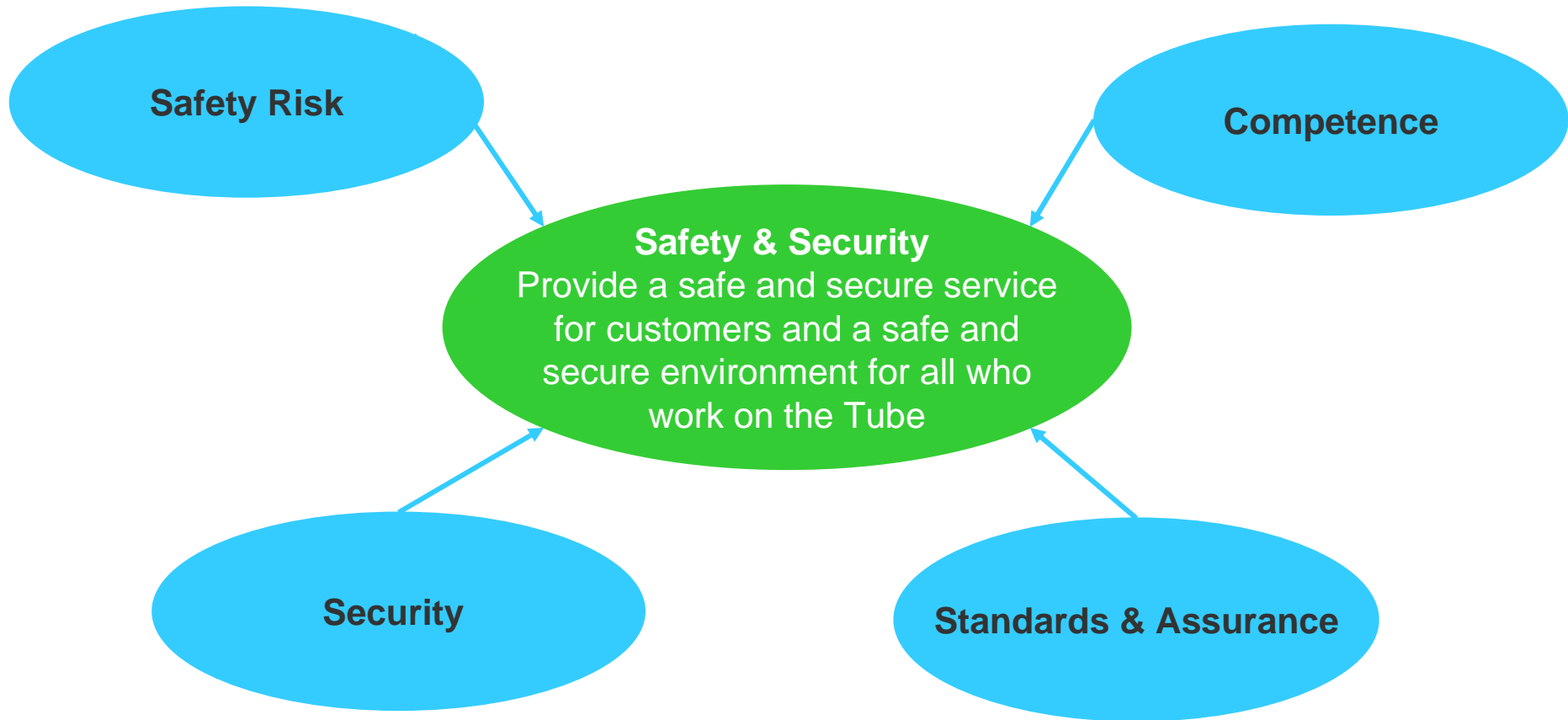


Customer Care Information

- **Consistent delivery of information**
 - Clear standards and good practice
 - Staff training
- **Equipment to deliver good information**
 - Achieving a basic standard through station enhancements and line upgrades
 - Improving internal information dissemination to staff (e.g. one to many phone system)
 - Additional equipment, e.g. electronic service information boards
- **Closure information in context of rising volume of work**



Safety & Security





Safety Risk

- We continue to perform well in this area
- Focus on further reducing priority safety risks on the Underground where practicable
 - Extensive risk assessments used to identify/verify priorities
- Overall to reduce actual risk levels and to ensure customers perceive safety risk to be low
- Significant workstreams include:
 - SPAD reduction
 - Workplace violence reduction
 - Joint LU/BTP Workplace Violence Unit
 - Focus on managers providing better support to staff who suffer assault



Security

- Further enhance security where practicable
 - Reduce actual risks
 - Enhance customers', staff and suppliers' perceptions of security
- Implementation of customer facing security improvements
 - Significantly delivered through the PPP
- Focused programme to reduce terror risk and impact of network incidents



Standards & Assurance

- Continue to improve compliance with legislation
- Ever improving safety performance
- Rationalisation and simplification of standards and assurance process
 - reduce the volume of working procedures and make them far easier to understand
- Results in better understanding of, and more efficient processes for compliance



Competence

- Further enhance the competencies of our managers and staff
- Clear health and safety management responsibilities
- Necessary skills, knowledge and resources
- Completion of competence assurance regime for all LU operational staff
- Improved support to managers and staff to address health issues



People





Leadership and values

- Driving delivering of the strategy from the top
- Leaders to have the right skills, behaviours, tools and time to deliver
- Developing Operational Managers
 - Career development
 - High quality development support
 - Effective and time efficient HR processes and procedures
 - Essential skills to manage change of the line upgrades



Employee Engagement

- Clear articulation of where the company is going and what each individual contributes
 - Time to Talk
- Recognition
- Effective communications
- Accommodation



Effective working

- Adapting the organisation to the change delivered through the investment programme
- Focus on high value activities
- Absorbing business change while maintaining high performance



Industrial Relations

- Clear agreements and procedures to support business needs
- Multi-year pay deals
- Improve skills of managers
- Build relationships with unions and achieve a stable industrial relations environment

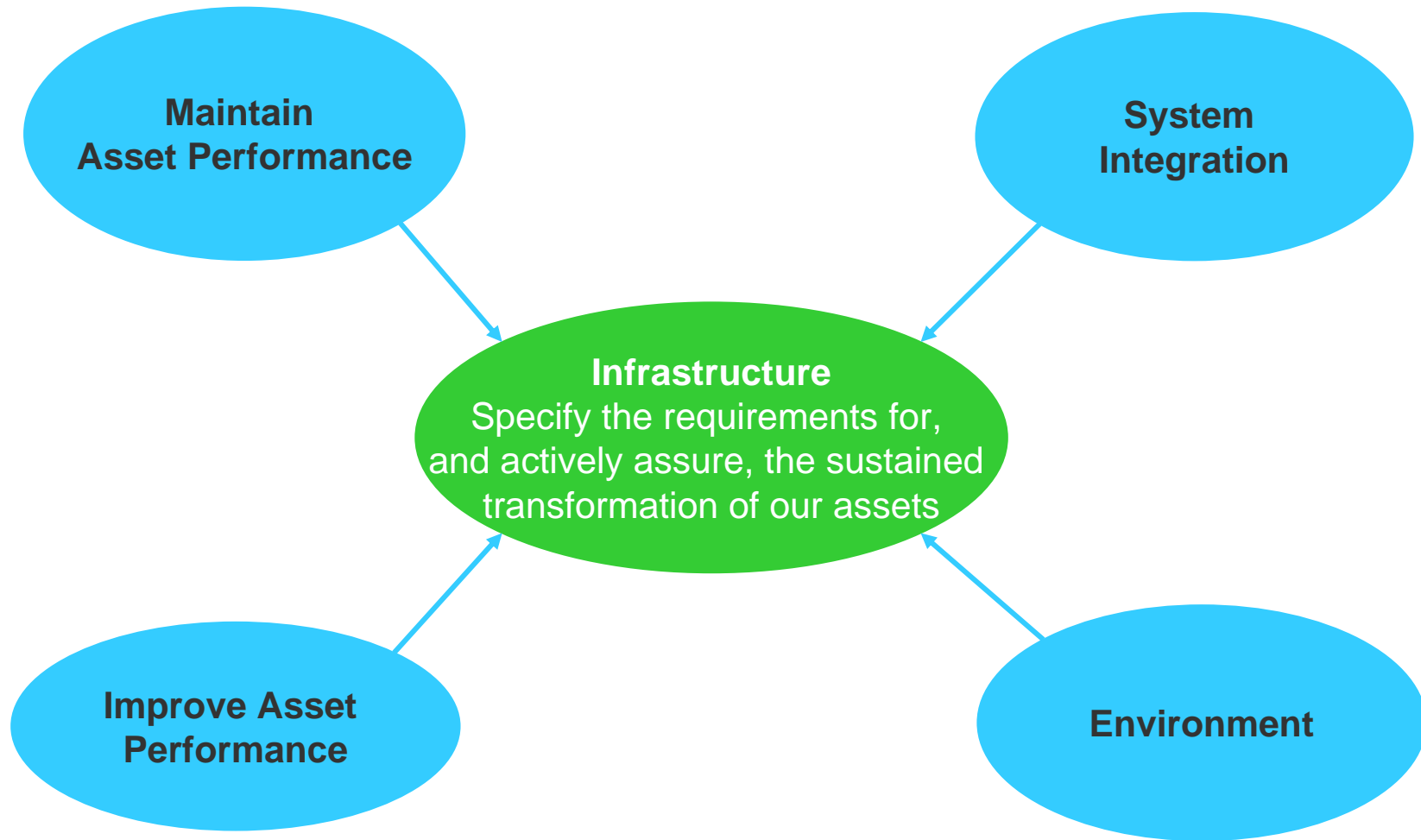


Equality & Diversity

- Fairness is a core value for LU
- More effective customer service if staff are representative of the community we serve
- Visible leadership on the E&I agenda
- Removing barriers to employment
- End harassment
- Awareness campaigns, including faith awareness



Infrastructure





Maintain Asset Performance

- Restoring assets to a state of good repair
- Maintenance and modern equivalent asset replacement
- Daily interest to drive for continuous and sustainable improvement to maintenance
- Effective management of the supply chain
- Applying a whole lifecycle approach



Improve Asset Performance

- Upgrade assets to realise a step change in service performance
- Invest time and energy into design and specification
- Maximise benefits and minimise risk associated with new assets
- Ensure key suppliers deliver assets that are reliable in operation
- Clear project roles, accountabilities and processes to deliver the investment programme



Systems Integration

- With a number of different suppliers, LU are the only party able to maintain integration of systems
- Suppliers own the risk of delivery, we own the risk that benefits are not realised
- We will put in place procedures to identify and manage critical infrastructure interfaces
- Engage with suppliers and gain their buy-in to our approach to system integration

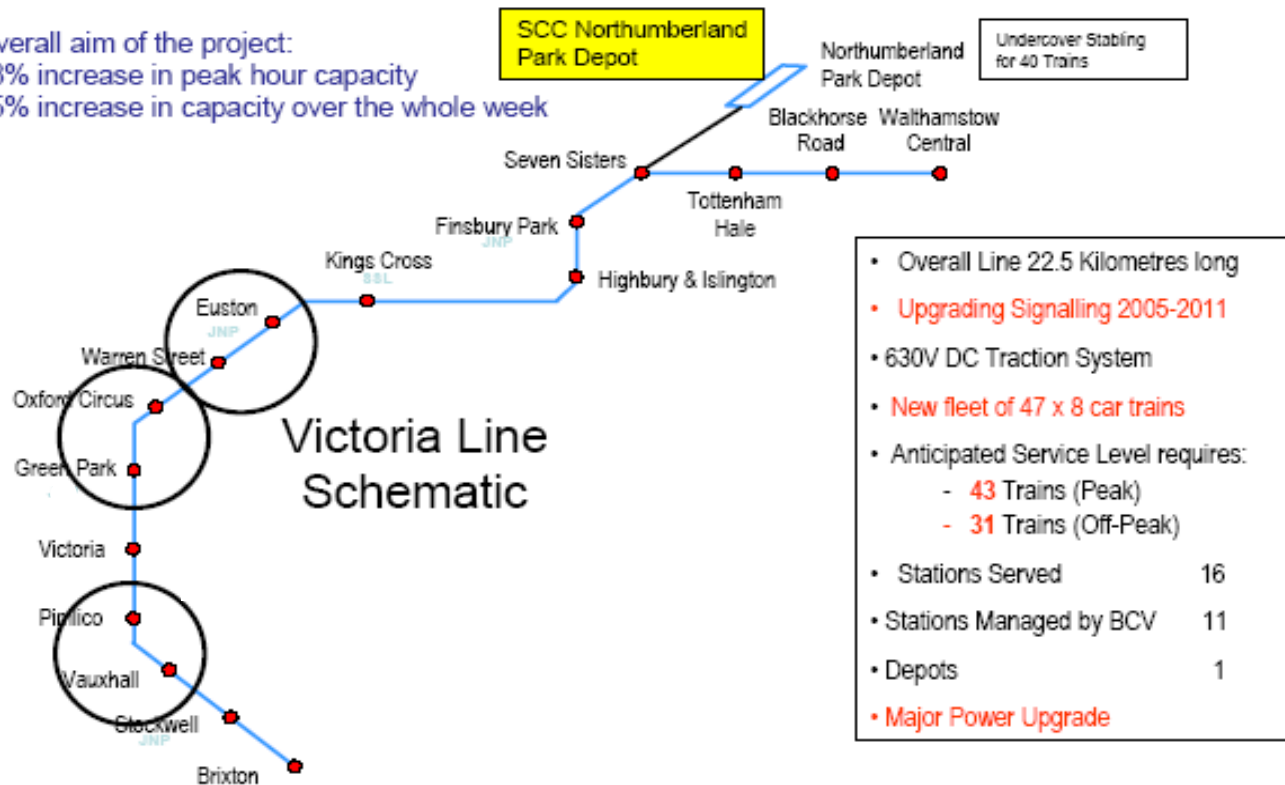


Systems Integration

Case Study: Victoria Line Upgrade

Victoria Line Programme The Future

Overall aim of the project:
18% increase in peak hour capacity
35% increase in capacity over the whole week



- MRBCV targeted to improve Journey Time Capability by 1.8 mins to 11.18 mins by August 2013 (Contractual Date)
- MRBCV target completion November 2011



Systems Integration

New Victoria line trains



- Longer, roomier, faster, RVAR compliant
- Wider doors
- 4 wheel chair spaces
- 12 multi-purpose spaces
- Internal & external information displays





Systems Integration

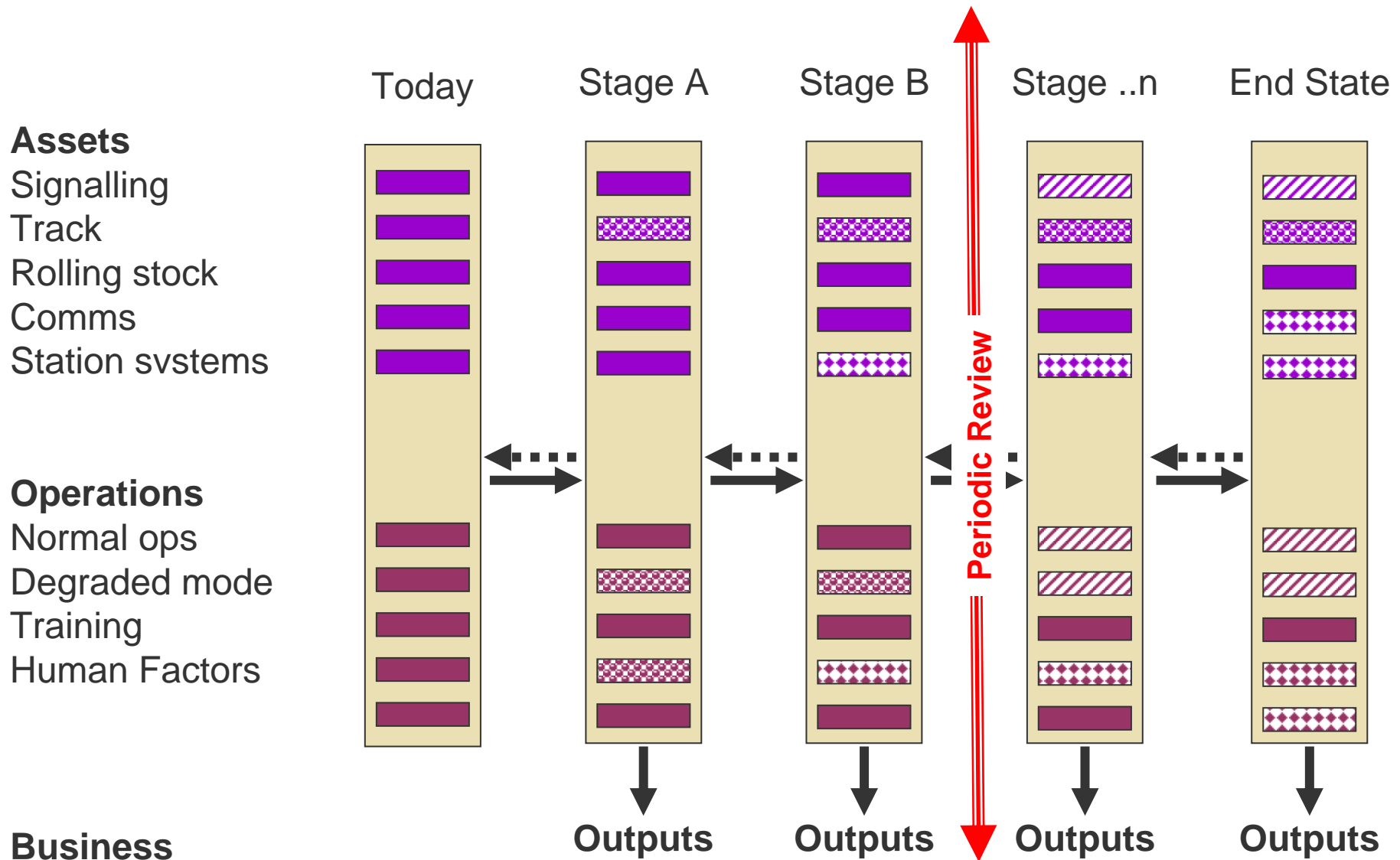
Key Issues

- LU inputs
 - Power capacity and associated issues
 - Connect train radio and communications
 - Victoria station upgrade
 - Training and resourcing
- Practical issues
 - New and old working together
 - System testing and handback for operation
- Reliability expectations



Systems Integration

Challenges – System transition





Environment

- Significant environmental challenges
- Emphasis on energy consumption and effects of climate change
- Working with suppliers and stakeholders to mitigate long term environmental risks

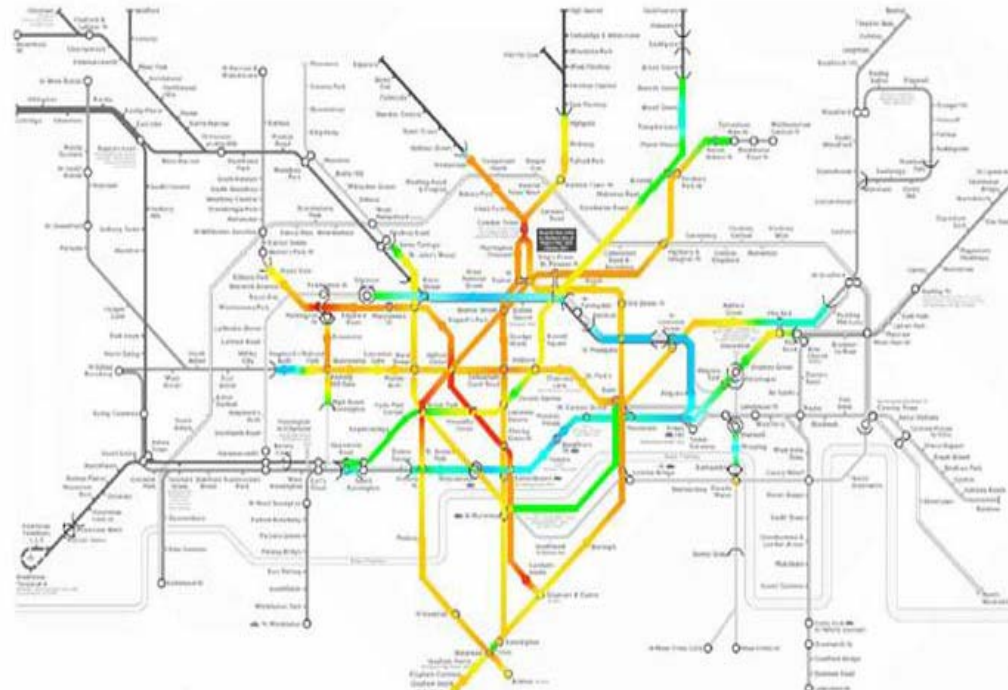


Environment Cooling the tube

Produced via modelling but calibrated with actual measurements

Northern and Bakerloo few fans and vent shafts – older lines

Victoria wholly underground and intense service because of ATO



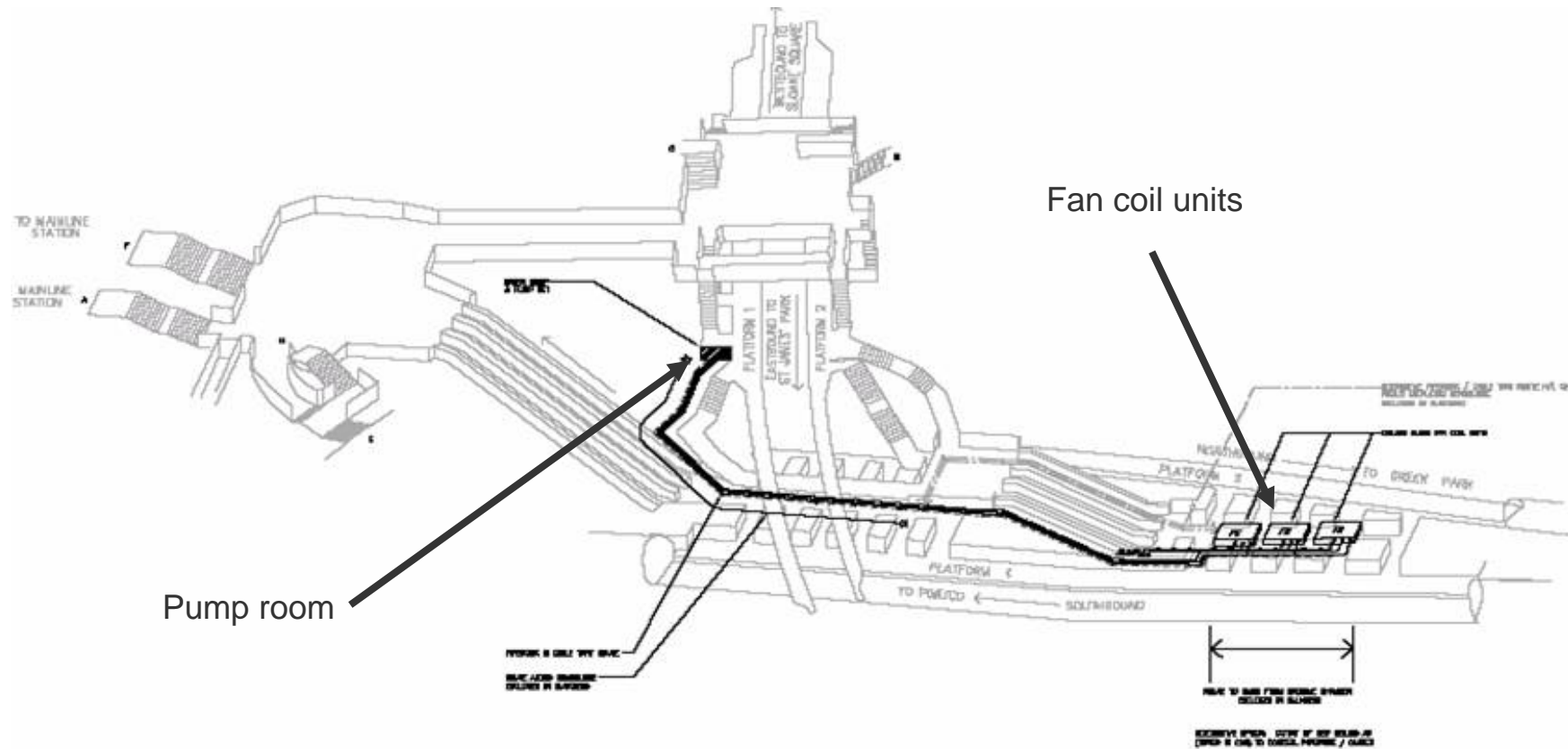
Temperatures increases due to:

1. growth in service levels
2. poor state of repair of existing fans
3. exhaustion of the capacity of the geology around deep level tunnels to “soak up” heat
4. growth in energy consumption and therefore heat generated



Environment

Victoria Ground Water Cooling Trial





Environment

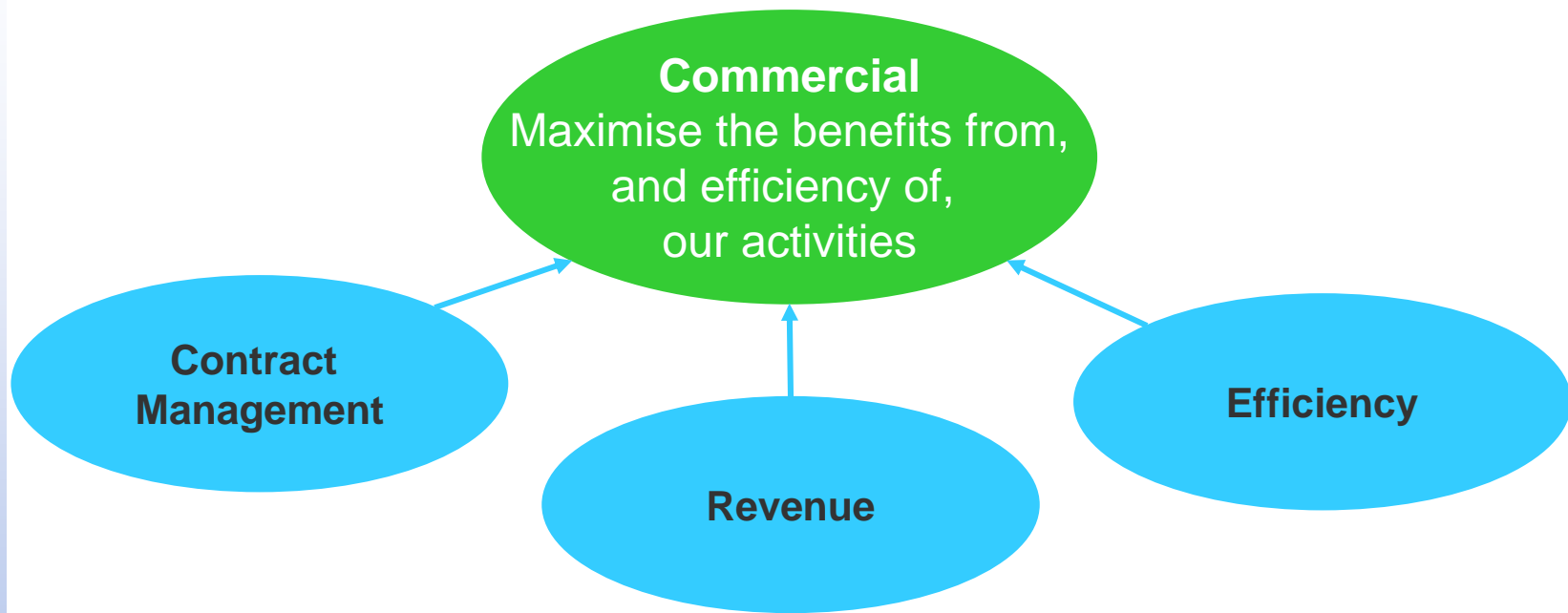
The size of the challenge

A coil unit with engineer for scale





Commercial





Contract Management

- Commercial capability
 - Developing tools, skills, knowledge, processes
 - Managing commercial knowledge
- Claims and risk management
 - Active risk management
 - Robust defence against claims
- Economic & Efficient
 - Metronet Annual Review process
- Periodic Review
 - 2010 but preparations start earlier



Revenue

- Fares and ticketing policy
- Fraud reduction
 - Revenue Control resources deployed according to risk
 - Design out fraud opportunities
- Develop secondary revenue sources
 - Focus on highly lucrative opportunities that add customer value
 - Don't compromise the brand
 - Stop or reduce low value activities

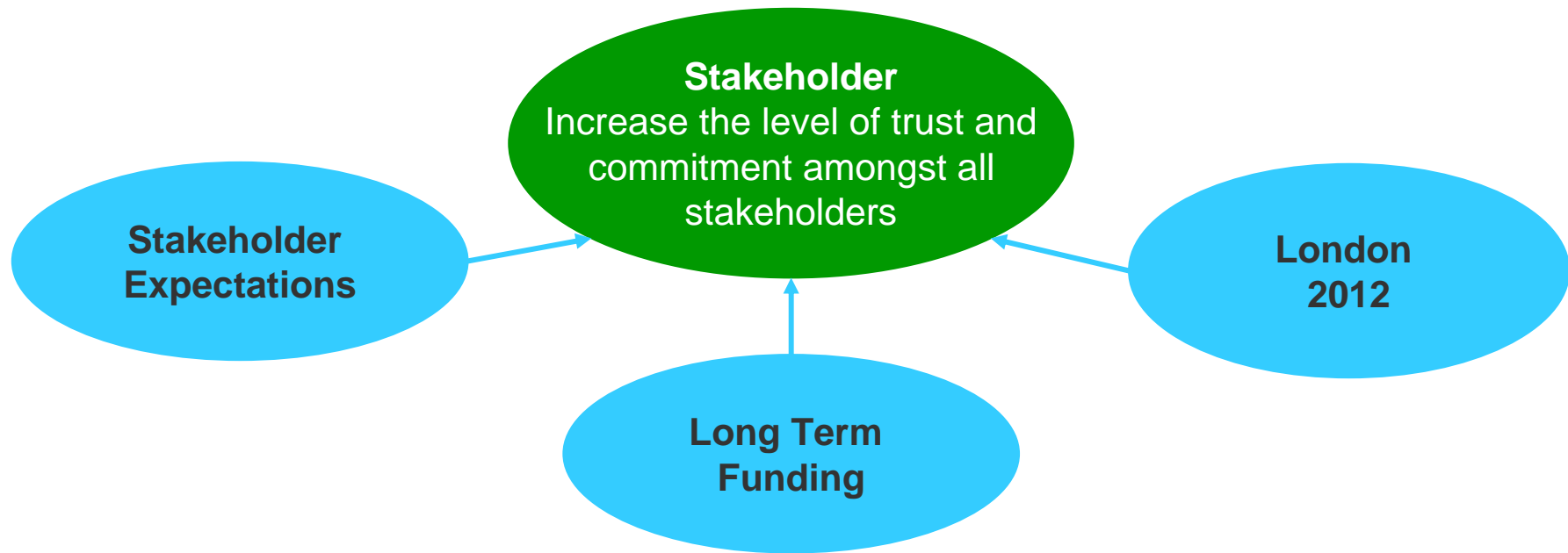


Efficiency

- Process improvement
 - Efficient, fit for purpose processes
- Organisation and cost efficiency
 - Understand how headcount is allocated and used
- Measures, benchmarking, tools and modelling
 - supports the application of resources, commercial deals, long term cost forecasting
- Understanding and capturing benefits
 - Better understanding, scrutiny and tracking



Stakeholder





Stakeholder Strategy

- Recognising LU's role within the community and engaging LU's stakeholders
 - Understanding stakeholder needs
 - Public consultation (e.g. Vic line trains)
 - Borough relationships
 - Planning: Preparation for major project approvals
- Long term funding
 - Support of stakeholders in SR07
- London 2012
 - Supporting the Olympic Delivery Authority



How do we know we are there?

- Customers are consistently satisfied with every aspect of their last journey
 - Customer Satisfaction consistently above 80
- Journey times are faster and more consistent
 - Total journey time reduced
 - Excess journey time less variable
- Translates into positive advocacy from staff, customers and stakeholders
 - Brand metrics high and stable, net advocacy and favourability similar to that achieved by the best customer service organisations



Conclusions

- We have a strategy that reflects the Mayor's vision, renewal of our assets, PPP, customer needs and growth of London
- Strategy focused around core principles of reliability and taking care of customers
- Having a clear strategy focuses effort and prioritises resources
- Our business plan is the delivery vehicle for this strategy

**TRANSPORT FOR LONDON
UNDERGROUND ADVISORY PANEL**

SUBJECT: Amendments to the LU & DLR Byelaws

MEETING DATE: 4 OCTOBER 2006

1. Purpose

To inform the Panel that TfL is in the process of revising the Byelaws applicable to LU and DLR to make them consistent with those applying elsewhere on the national railways. The LU and DLR Byelaws are also being amalgamated as they are the same, as requested by the Department for Transport (DfT).

2. Proposed main changes to the LU and the DLR Byelaws

The LU and DLR Byelaws regulate the use and working of its railways, travel on its railways and railway premises and the conduct of all persons while on those premises. Breach of the Byelaws is a criminal offence and the maximum fine allowed under the Byelaws is a fine not exceeding level 3 on the standard scale. Under the Criminal Justice Act 1982, a level 3 fine is currently set at £1,000. The Byelaws are primarily enforced by the British Transport Police (BTP) and authorised persons of LU and DLR.

The current LU Byelaws were made under the London Regional Transport (LRT) Act 1984, which has since been repealed. The Strategic Railway Authority (SRA), as it was then, (most of SRA functions have now been transferred to the DfT's Rail Group) issued framework byelaws for the national railways in 2004, which are a 'new and improved' version of the current Byelaws. The DfT suggested that it would prefer a standardised set of railway byelaws throughout the railway industry and that TfL should adopt the SRA framework byelaws, with the necessary changes.

The proposed changes have been made in consultation with the DfT. They are not radically different to those Byelaws currently applying separately to LU and DLR but have been updated and clarified.

TfL is currently consulting with the BTP, Metropolitan Police, City Police, Network Rail, Association of Train Operating Companies (ATOC) and London TravelWatch on the proposed changes. The closing date for the consultation is 29 September 2006. To date two responses have been received, the comments made are more of detail rather than of substantive policy.

Under TfL's Standing Orders changes to the Byelaws are a matter reserved to the Board. It is intended that the changes to the Byelaws be considered at the Rail Transport Advisory Panel and the Underground Advisory Panel meetings. Consultation responses will then be considered, and the proposed Byelaws updated to reflect the consultation prior to submission to the Board for approval.

The Byelaws will then be submitted to the Secretary of State for Transport for confirmation. The following are the main proposed changes to the Byelaws:

- 2.1 Introduction and headings have been amended to reflect the amalgamation of the LU and the DLR Byelaws.
- 2.2 All references to the LRT Act 1984, which has been repealed, have been replaced with corresponding references in the Greater London Authority (GLA) Act 1999.
- 2.3 Byelaw 2 - Potentially dangerous items – The list provided as examples of ‘potentially dangerous items’ – loaded weapons, inflammable, explosive or corrosive substance - in Byelaw 2 (1) has been deleted as it is perceived to be unhelpful and potentially misleading and confusing by operators and passengers alike.
- 2.4 Byelaw 4 - Intoxication and possession of intoxicating liquor – The word ‘Intoxication’ has been altered to ‘Drunkenness’ and the reference to ‘intoxicating liquor’ has been changed to ‘alcohol’ throughout the document, as is referred to in the Licensing Act 2003, which repealed the Licensing Act 1964.
- 2.5 Byelaw 9 - Stations and railway premises – The sentence, ‘Persons shall stand on the right of escalators when not walking up or down them’ has been added as Byelaw 9 (1). This is to assist LU and DLR in maintaining safety and reducing congestion at stations.
- 2.6 Byelaw 11 - General safety – A new sub-byelaw has been added as Byelaw 11 (3) to address concerns raised about the lack of specific provisions for wilful misuse of communication cords on trains.
- 2.7 Byelaw 17 - Compulsory ticket areas – Byelaw 17 (3) has been added to clarify the issue of validation of tickets and to cater for instances of malfunctioning ticket machines at stations. Consequential amendments have also been made to Byelaw 18, ‘Ticketless travel in non-compulsory ticket areas’.
- 2.8 Byelaw 19 - Classes of accommodation, reserved seats and sleeping berths – This Byelaw has been deleted, as it is not necessary or appropriate given that neither LU nor DLR has different classes of seating on the service.

In order to retain consistency with the National Railway Byelaws the text of this Byelaw has been deleted and the heading has been altered to ‘No byelaw’ rather than change the subsequent numbering.
- 2.9 Byelaw 21 - Unauthorised buying or selling of tickets – Byelaw 21 (2) has been amended to specifically allow for transfer of tickets, that are intended for transfer or use by more than one person.
- 2.10 Byelaw 24 (1) - Offence and level of fines – The Byelaw currently states that any person who breaches any Byelaw, except Byelaw 17, commits an offence. However, it is not necessary to exempt non-compliance with Byelaw 17 (Compulsory ticket areas) from a penalty as paragraph 8 of Schedule 17 of the GLA Act 1999 deals with the issue of double liability to prevent a fine

and a penalty fare being imposed simultaneously. It provides that there may be no prosecution of a person under the Byelaws for 21 days after the issue of a penalty fare, and if the passenger pays the penalty fare within 21 days no prosecution may follow that period. The reference to Byelaw 17 has therefore been deleted.

- 2.11 Byelaw 25 (1) Definitions - The definition of 'authorised person' has been modified to include Police Community Support Officer (PCSO) and accredited persons under the Police Reform Act 2002.

The definition of 'tickets' has been expanded to include smart cards, pay as you go or other forms of electronic ticketing.

- 2.12 Byelaw 27 Certificate of authenticity - Paragraph 12 (2) of Schedule 10 of the GLA Act 1999 states that any document signed by a person authorised by TfL for the purpose, shall be received in evidence and be treated, without further proof, as being so made or so issued unless the contrary is shown. Accordingly, the Certificate of authenticity at the end of the Byelaws has been deleted.

3. Recommendations

The Underground Advisory Panel is asked to NOTE:

- (a) the proposed changes to the LU and DLR Byelaws and;
- (b) that following consideration of consultation responses the Byelaws will be submitted to the October 2006 Board meeting for approval.