

TRANSPORT FOR LONDON

RAIL AND UNDERGROUND PANEL

SUBJECT: MANAGING DIRECTOR'S REPORT – LONDON UNDERGROUND

DATE: 11 NOVEMBER 2010

1 PURPOSE

- 1.1 The purpose of this report is to describe London Underground's performance over the first six periods of the year 2010/11 (1 April – 18 September). The report also provides updates on the status and progress of London Underground's strategic workstreams, major investment projects and items of special interest.

2 PERFORMANCE

- 2.1 A summary of key performance indicators and graphs showing trends over the last year are provided on pages eight to 14.

Customer Satisfaction

- 2.2 Scores of 80 were achieved in each of the first two quarters of this year, matching the record scores achieved in the last quarter of 2008/09 and the first two quarters of 2009/10.

Train Service

- 2.3 The percentage of scheduled services operated remains on target, averaging 96.7 per cent over the first half year despite disruption due to industrial action and a number of noteworthy incidents that have occurred since the last meeting of the Panel and which are described below. However, total kilometres operated are less than budgeted as engineering possessions have reduced the schedule by some 2.4 million kilometres (6.7 per cent) over the first six periods, more than was assumed when the budget was determined.

Industrial Action

- 2.4 Train operator members of the ASLEF union based at Rickmansworth train crew depot took 24-hour industrial action on 21 July and again on 11 August in support of a disciplined colleague. Around 50 per cent of Metropolitan line services operated on each of these days.

- 2.5 In a dispute over proposed staffing changes in Operations, the RMT and TSSA unions undertook joint strike action starting in the evening of Monday 6 September and running through Tuesday 7 September. LU was able to operate over a third of normal service, with some service offered on a part of all lines except the Circle line and many of the main central London stations open. An indefinite overtime ban for all LU members of both unions started from the same date. The impact of this and the Metropolitan line strikes is estimated to be a loss of 177,000 kilometres, equivalent to 0.5 per cent of the schedule for periods 1 to 6.
- 2.6 A second 24-hour stoppage by some RMT and TSSA members took place on 3 and 4 October (period 7). As in the previous strike in September, some trains ran on all lines apart from the Circle, but more services and stations were operated and many stations in zone 1 in central London remained open. During both strikes, volunteers from throughout TfL worked in stations, helping passengers and distributing maps and other useful information. Further action is threatened for 2 and 3, and 28 and 29 November, although talks aimed at resolving the dispute have continued at ACAS.
- 2.7 Industrial action is also having some impact on the track programme following the introduction of an overtime ban.
- 2.8 Separate action in a dispute over pay and conditions by Northern and Jubilee line fleet maintenance staff employed by Alstom-Metro has been suspended following receipt of a significantly improved offer from the company.

Barking Cable Fire

- 2.9 On Friday 2 July, at around 5.30pm, a trackside fire near Barking signal cabin caused serious damage to cables resulting in the loss of traction current, signal mains and telephone communication. Twenty two trains were stalled between Mile End and Upminster, and six trains had to be detrained, involving around 1,500 people being walked off. Engineers from LU, EDF Powerlink and Thales worked around the clock to restore services, but inevitably there was severe disruption to the District and Hammersmith & City lines, with services between Plaistow and Dagenham East suspended until the morning of Wednesday 7 July.
- 2.10 The fire occurred at a location where the cables cross land owned by Network Rail, and was fuelled by excessive vegetation which had become very dry following several weeks with very little rainfall. The incident is the subject of an LU Formal Investigation Report.

Engineering train incident on the Northern line

- 2.11 On 13 August, an engineering rail grinding unit (RGU) became defective as it approached Archway, travelling southbound on the High Barnet branch of the Northern line. Engineers began to move the defective RGU northbound by coupling it to an out of service Northern line passenger train. The RGU then became detached from the passenger train because of a failed coupling device and rolled southbound before coming to a stand at Warren Street on the Charing Cross branch of the Northern line.
- 2.12 Passenger trains were diverted to the City branch while the RGU was directed to the Charing Cross branch where passenger trains had been cleared. The incident involved the suspension of the Northern line between Finchley Central and Archway and from Camden Town to Kennington via Charing Cross until 6.00pm on the day.
- 2.13 LU and Tube Lines are conducting a joint Formal Investigation. Separately, the Rail Accident Investigation Branch (RAIB) is conducting its own, independent investigation into the incident. LU has suspended the use of the RGU, which is provided to and operated for Tube Lines by a sub-contractor. The Office of Rail Regulation (ORR) has placed a Prohibition Notice on Tube Lines to the same effect.

District line Incident at Plaistow Station

- 2.14 On 8 September, a signalling irregularity occurred as a train exited Plaistow station bay road platform on the District line at 8.20am, causing a train to be routed onto the eastbound track, but travelling westbound. The train's emergency brakes were immediately applied by the signalling system, bringing the train to a halt within one train's length.
- 2.15 LU engineers undertook protective measures, the mainline signals were tested, and all points secured prior to returning the site to operational service, with through services resuming around 2.00pm. The site was subject to a full test during the following engineering hours and the bay road platform was returned to full operational use for start of traffic on 9 September. LU is now conducting a Formal Investigation Report to determine the root causes.

Journey Time

- 2.16 Excess journey time has averaged 5.97 minutes over the first half of the year compared with a target of 6.42 minutes. The industrial action in September added 1.14 minutes to period 6's result, or 0.19 minutes to the year to date average. As can be seen from the graphs on page 10 the Central line's excess journey time was particularly affected by the 7 September industrial action as suspension of the trunk section of the line through zone 1 incurs high Lost Customer Hour (LCH) values. Services ran through the central area during the second strike on 4 October.

Passenger Journeys

- 2.17 The recovery in demand seen in the final quarter of last year has continued through 2010/11 to date. Passenger journeys to period 6 totalled 510 million, 32 million higher than the budget and a year on year increase of 4.7 per cent. The budget for the year, set before the recovery in demand became evident, is 1,037 million journeys but based on the trends seen since the beginning of 2010 the forecast for the year has been raised to approximately 1.1 billion.

Safety

- 2.18 The measure adopted for the scorecard this year is 'Major injuries per million hours on LU Infrastructure'. This wider measure takes as its numerator the number of accidental major injuries to customers, employees and contractors and as its denominator the sum of the number of hours spent by customers travelling on the network and the number of hours worked by staff and contractors. Due to normal periodic variability in the number of injuries, the result is expressed as a moving annual average, which currently stands at 0.27 compared with a target of 0.25. Since the beginning of 2010/11, there have been 57 reported major injuries to customers, and eight employee/contractor major injuries.
- 2.19 LU was notified on 26 August of the ORR's intention to prosecute LU for a breach of the Health and Safety at Work Act following an incident at Mile End station on 17 November 2009. A partially detached and damaged inter-car canvas barrier between two cars of a moving Central line train struck three women standing on the platform. LU produced a Formal Investigation Report into this incident, which was subsequently reviewed and found to be thorough by the RAIB. All the recommendations of this investigation have been implemented and LU is confident that the chances of a recurrence are very low.

3 LINE UPGRADES

Jubilee line

- 3.1 The Jubilee line's new signalling system entered customer service over the weekend of 14 and 15 August, with the first train using transmission based train control (TBTC) running in customer service between Stratford and Waterloo on the Saturday morning. A number of technical hitches and incidents were resolved, with the service improving steadily throughout the weekend. On the Sunday, the line ran all 11 trains in service as planned, with an average six minute gap maintained between trains and minimum delays.
- 3.2 Following establishment of the TBTC weekend service between Stratford and Waterloo, it is being extended to the next section of the line. However, the first revenue service on J234 (Stratford to West Hampstead) over the weekend of 25 and 26 September encountered significant difficulties and a number of system fixes, hardware and software, are being implemented. The programme continues to drive for a weekday revenue service in November but a final decision will depend on performance over the weekends until then.

Northern line

- 3.3 Following the acquisition of Tube Lines, the early evening closures of the Northern line that were planned to take place from 5 July have been cancelled. Three weekend closures which had been due to take place between Kennington and Morden during August were also cancelled. Once a likely completion date for the Jubilee line has been established and the delivery methodology for the Northern line has been agreed with Thales, a revised programme and cost for the completion of the upgrade will be produced. This information is unlikely to be available until early 2011.

Victoria line

- 3.4 Training of train operators on the new 2009 stock has been completed, allowing increased use of the new trains. By mid-September, 14 new trains were in service and in the four-week period to 18 September they provided some 22 per cent of the line's operated train kilometres, up from 16 per cent in the previous four-week period. Reliability growth continues to be the main focus.

Sub Surface Railway

- 3.5 On Monday 2 August, the first of the new air-conditioned S stock trains entered passenger service. The train ran from Wembley Park to Watford before returning to Neasden depot. From 3 August onwards, the train entered passenger service between Wembley Park / Harrow-on-the-Hill and Croxley. It has been achieving a higher level of fault free running than expected from previous new trains due to successful off-site testing at the Old Dalby test track. The second production train has been accepted and is undergoing testing at Old Dalby. By the end of September, 92 train operators had been trained on the S Stock, and clearance for station integration testing with the S Stock has been obtained for the entire Metropolitan line to Aldgate.
- 3.6 Enabling works to prepare Baker Street station for S stock trains have been completed, allowing platforms 3 and 4 at the station to reopen to passengers on 26 July. A short list of two bidders for the Automatic Train Control contract has also been decided.

4 OTHER PROJECTS

King's Cross St Pancras Station

- 4.1 On 27 September, King's Cross St Pancras became the 62nd step-free station on the Underground when the lift providing step-free access to the Northern line platforms was commissioned. This is the final lift of 10 that have been installed as part of the £800 million station redevelopment project that has quadrupled the size of the station and has been delivered on time and within budget. However, the post-commissioning performance of the lift has been unsatisfactory and LU is working with the manufacturer to achieve acceptable levels of reliability.

Circle and Hammersmith & City lines blockade

- 4.2 The Hammersmith branch of the Circle and Hammersmith & City lines closed from 24 July to 15 August in order to facilitate major Crossrail engineering work at Paddington. During the closure, LU took the opportunity to carry out line upgrade works at various locations in readiness for the introduction of new S7 trains next year. The works included platform extensions to accommodate the longer trains, installation of energy efficient conductor rails and track replacement and drainage works. The line reopened on 16 August as planned.

Tottenham Court Road station

- 4.3 The programme of work to strengthen and replace utilities on Oxford Street is entering its final phase with completion scheduled for the end of November.

Bond Street station

- 4.4 The contract for the redevelopment of Bond Street station has been awarded. Main construction will commence in 2011 with completion due in 2017.

Green Park Step-Free Access

- 4.5 The project remains slightly ahead of schedule with the start of installation of lifts four, five and six occurring earlier than forecast. Changes to the construction sequence have allowed some elements of the programme to be achieved earlier than scheduled.

Victoria Station Upgrade

- 4.6 The main works contractor is developing plans for consideration by LU to mitigate a three week delay in the design phase. Good progress continues with utility diversions in Wilton Road. From 27 September, Terminus Place closed for approximately nine weeks in order to undertake major utility diversions there.

Stratford

- 4.7 Platform 3a at Stratford station opened for passenger service on 5 September. The new platform means that westbound Central line train doors can now open on both sides of the carriages for passengers to use the right hand side to change for rail services and the left for the Jubilee line, Docklands Light Railway or to leave the station.

Thameslink

- 4.8 The current programme retains the reopening date of 10 December 2011 for Blackfriars station. At Farringdon station, the interim ticket office was brought into use over the weekend of 18 and 19 September.

5 OTHER ITEMS

Accessibility

- 5.1 During a planned weekend closure of the Victoria line between Walthamstow Central and Seven Sisters in July, platform humps were successfully installed on the northbound platform at Blackhorse Road and platform 1 at Walthamstow Central. This is the first time this type of work has been completed at two stations during a single 52-hour closure. The humps provide a much smaller step and gap between the middle cars of the new train (where the four wheelchair bays are located) and the platform, as mandated by the Rail Vehicle Accessibility Regulations. Except for Pimlico, which has been granted an exemption, humps will be installed at all other stations on the Victoria line by the end of next year.
- 5.2 On 12 August, Kingsbury became the 61st station to achieve step-free capability on London Underground, when two new lifts entered customer service two months ahead of schedule, providing full step-free access between street level and both platforms.

PPP Report

- 5.3 In August, LU published its annual PPP and Performance Report for the year to 31 March 2010. The report highlights the delivery of significant improvements and the good and sustained daily maintenance performance achieved across all areas (both Tube Lines and LU Maintenance). However, it also recognises the frustration caused by the delayed completion of the Jubilee Line Upgrade. The full report can be found on the TfL website at www.tfl.gov.uk/pppreport.

Support Services Review

- 5.4 On 7 October, LU announced a review of support service functions. This is expected to lead to a reduction in the number of permanent employees in non-front line areas by around 400. In addition, a similar number of posts that are currently vacant or filled by non-permanent labour will be affected. This review is separate from, but will help LU to prepare for, the wider TfL review (Project Horizon) announced by the Commissioner and which will report by April 2011.

6 RECOMMENDATION

- 6.1 The Panel is asked to NOTE this report.

7 CONTACT

- 7.1 Contact: Mike Brown, Managing Director
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Rail and Underground Panel
Managing Director's Report - London Underground
Performance Indicators - Period 6 2010/11

| 2009/10 Actual | Measures | Reporting Frequency | Unit | Year to date | | | Annual Target |
|-------------------------|--|---------------------|---------|--------------|--------|----------|---------------|
| | | | | Actual | Target | Variance | |
| Customer Service | | | | | | | |
| 79 | Customer Satisfaction - Overall Evaluation | Quarterly | Score | 80 | 79 | 1 | 79 |
| 96.6 | % of Schedule Operated | Period | % | 96.7 | 96.6 | 0.1 | 96.6 |
| 69,368 | Kilometres Operated | Period | 000's | 32,326 | 32,680 | (354) | 69,664 |
| 6.41 | Excess Journey Time (Weighted) | Period | Minutes | 5.97 | 6.42 | 0.45 | 6.54 |
| Safety | | | | | | | |
| 2.01 | Major Injuries per million hours on LU Infrastructure* | Period | No. | 0.27 | 0.25 | (0.02) | 0.25 |
| Infrastructure | | | | | | | |
| 9.35 | Asset LCH (BCV/SSL) ** | Period | Million | 4.91 | 5.75 | 0.84 | 12.46 |
| People | | | | | | | |
| 96.0 | Employee Attendance | Period | % | 96.2 | 96.0 | 0.2 | 96.0 |
| Commercial | | | | | | | |
| 1,064.7 | Passenger Journeys | Period | Million | 510.1 | 477.9 | 32.2 | 1,037.0 |

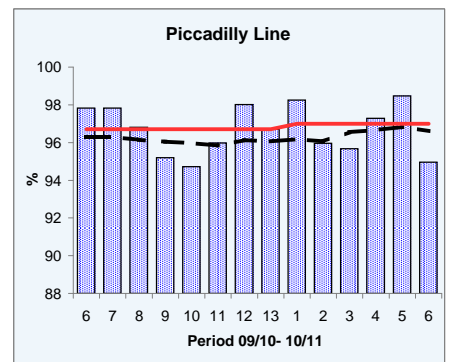
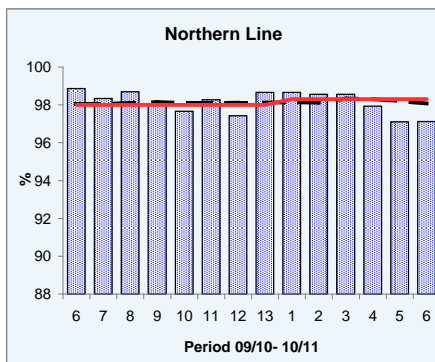
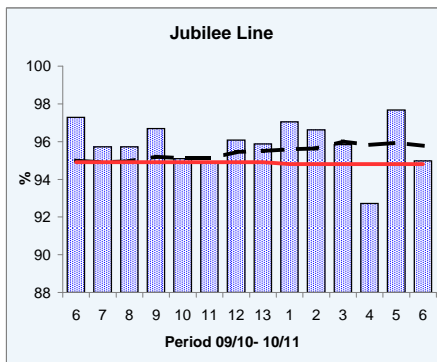
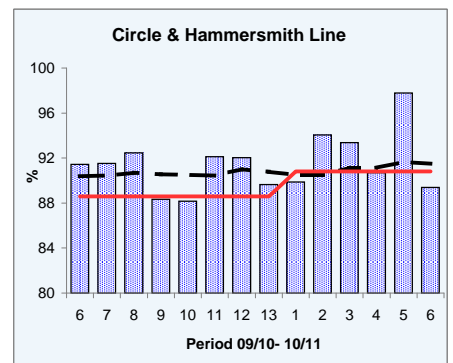
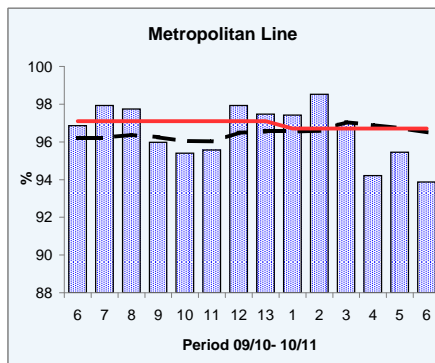
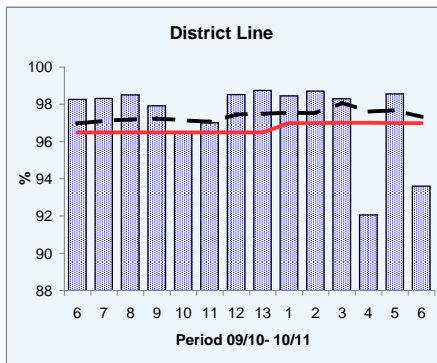
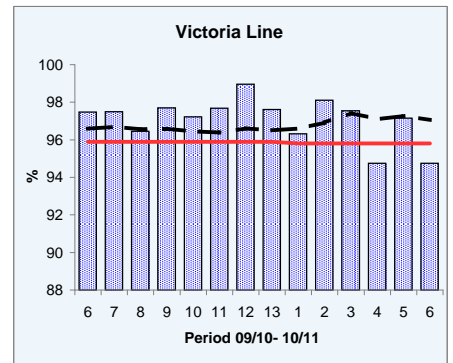
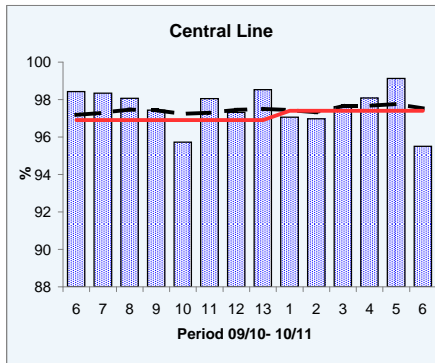
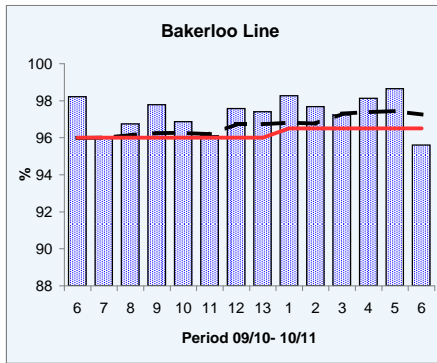
* The figure shown in the YTD column is a moving annual average

** The LCH shown on this scorecard are expressed in NACHs 2014 values (i.e. values applicable in Contract Review Period 2)

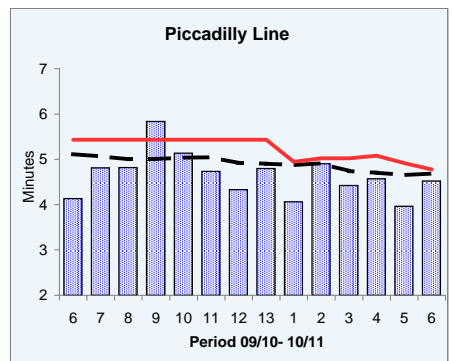
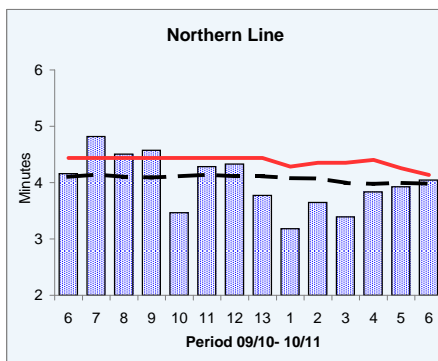
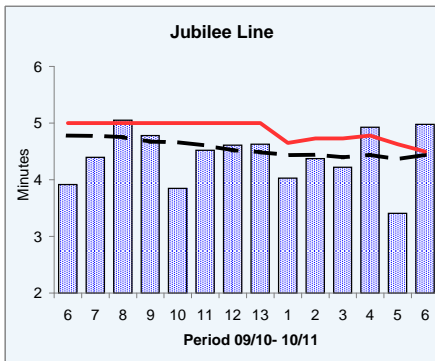
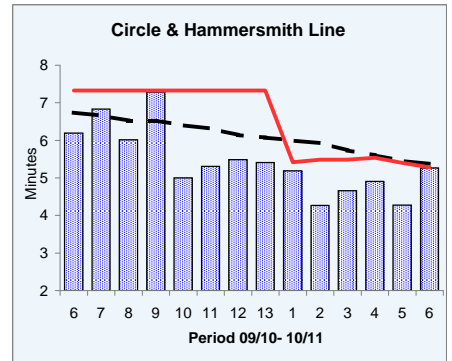
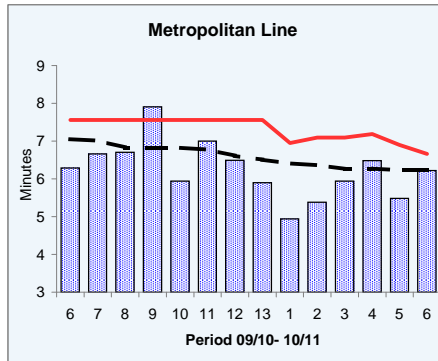
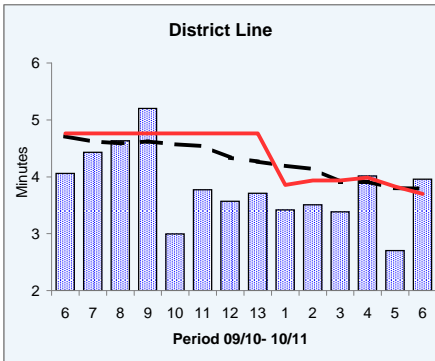
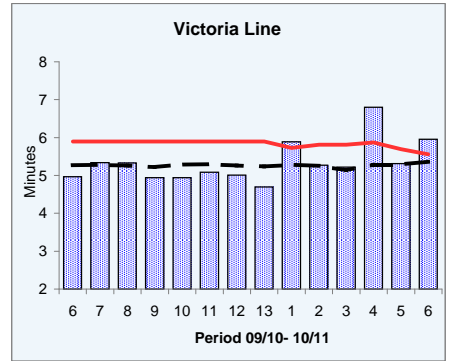
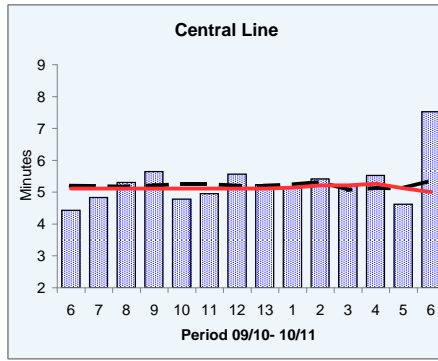
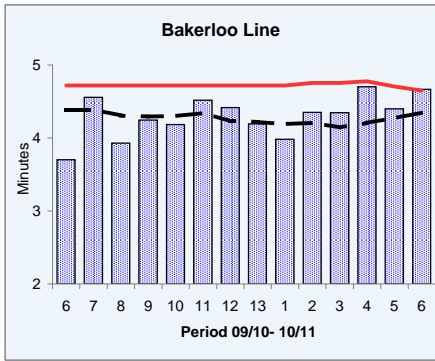
Performance Trends



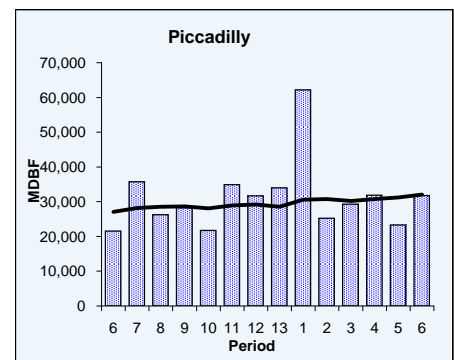
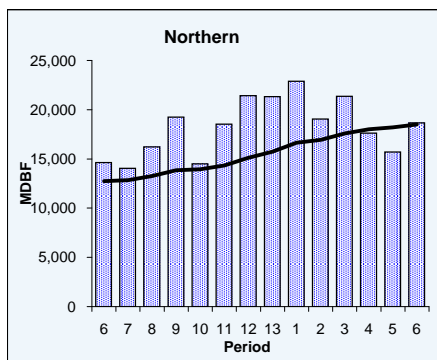
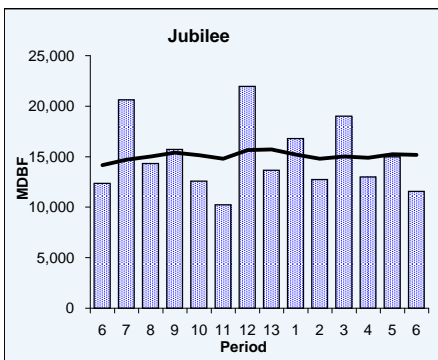
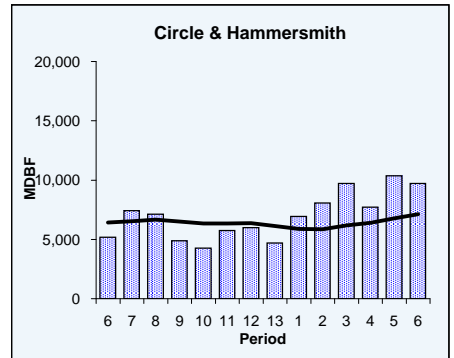
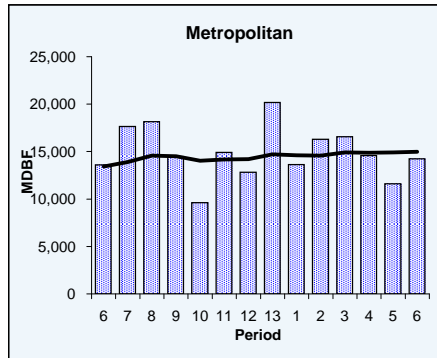
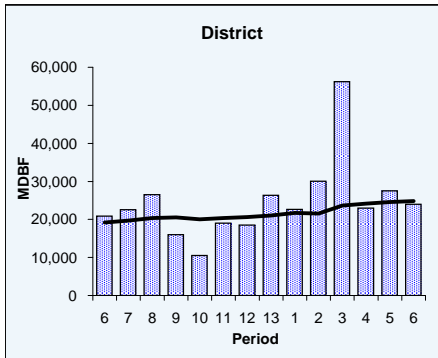
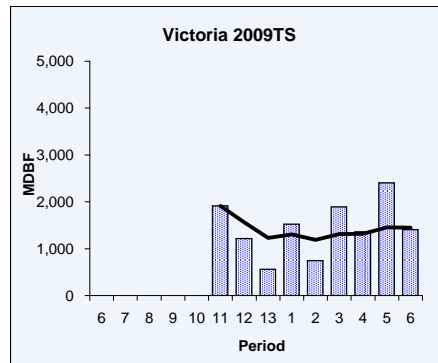
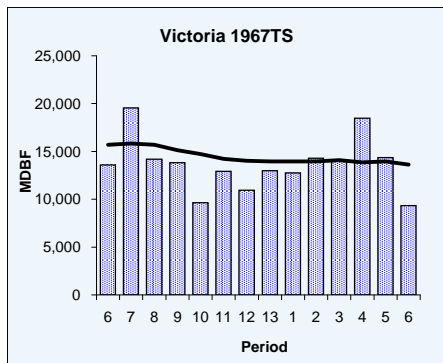
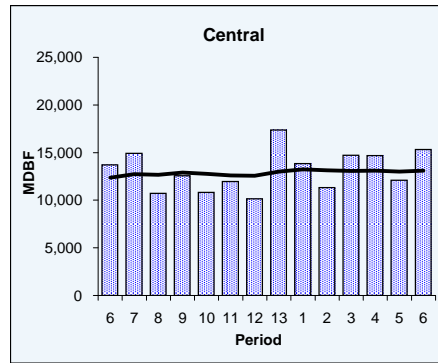
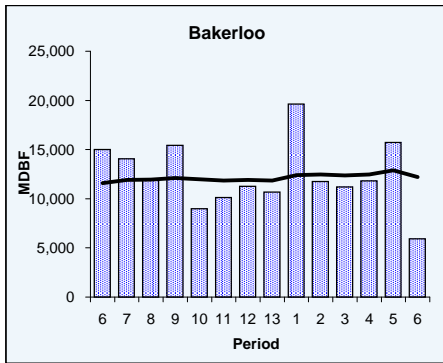
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Managing Director's Report - London Underground
Line Performance Trends
Percentage of Scheduled Kilometres Operated**



Rail and Underground Panel Managing Director's Report - London Underground Line Performance Trends Excess Journey Time



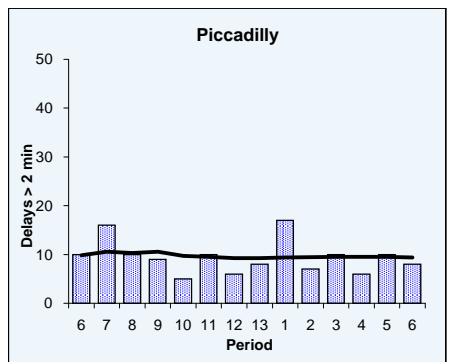
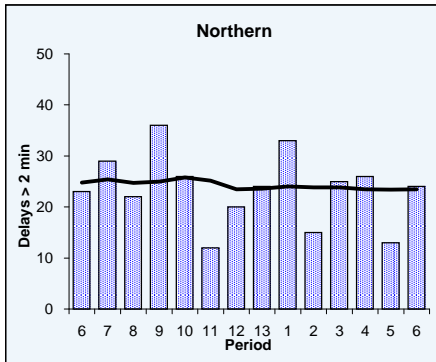
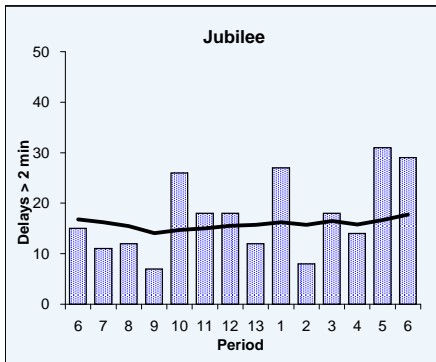
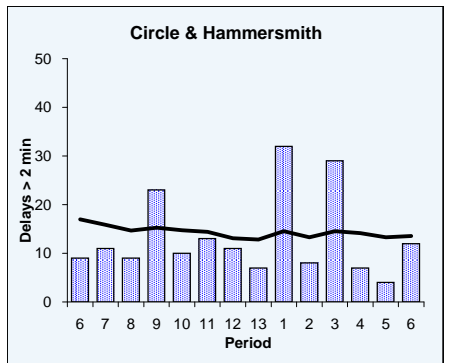
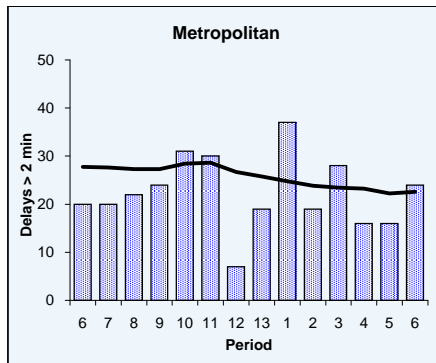
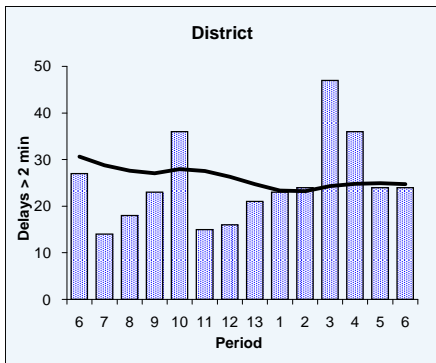
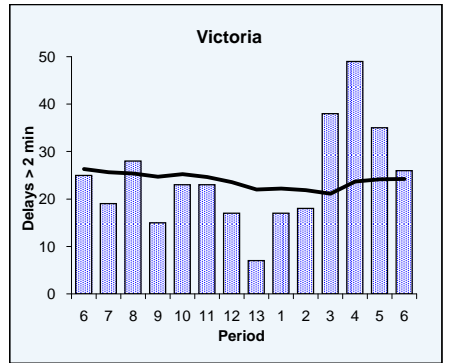
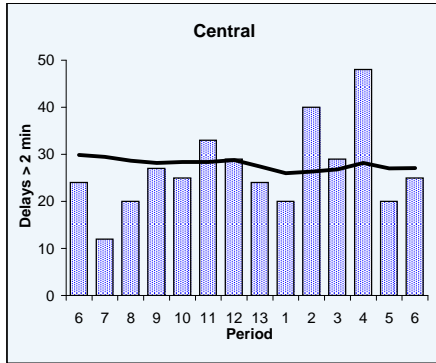
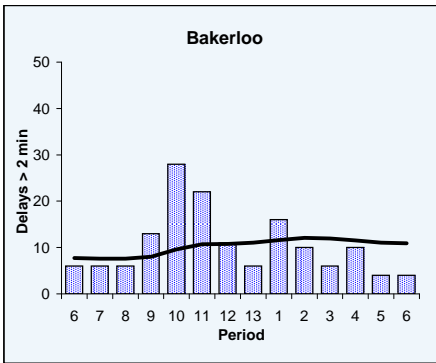
**Rail and Underground Panel
Managing Director's Report - London Underground
Line Performance Trends
Rolling Stock Mean Distance Between Failures**



Actual per Train Km
 Moving Annual Average

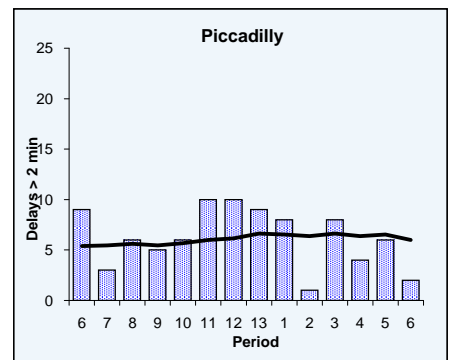
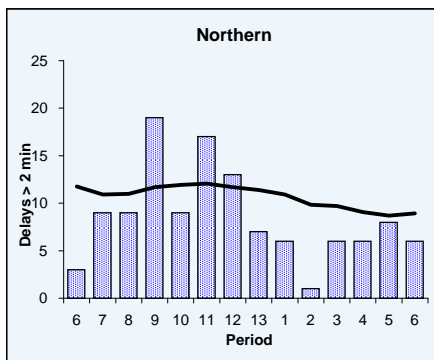
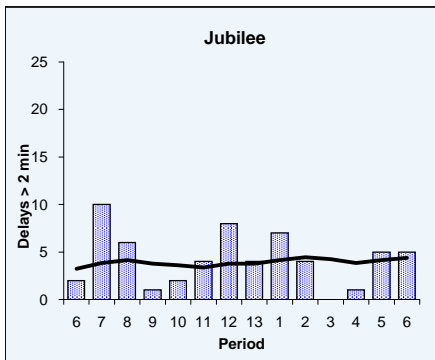
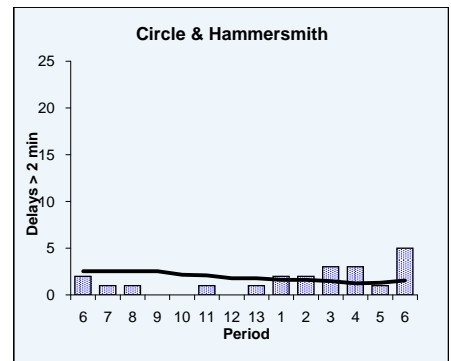
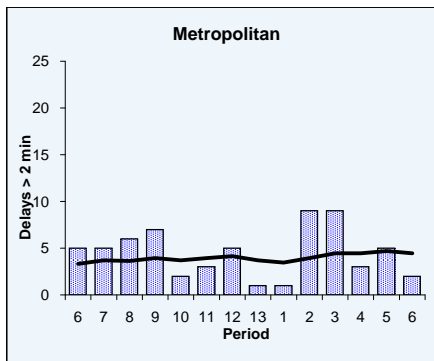
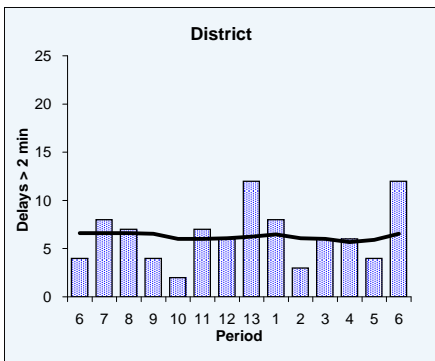
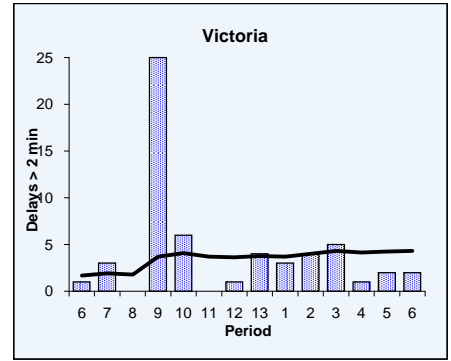
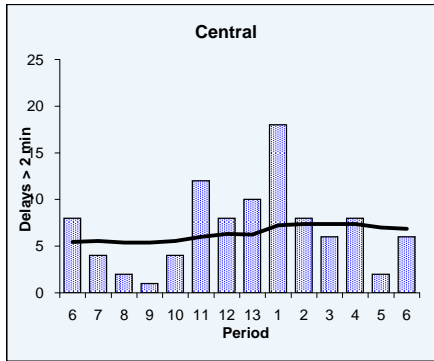
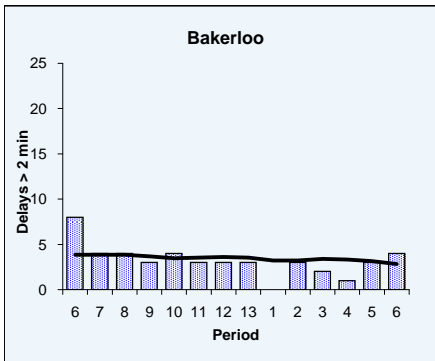
The graphs on this page show Rolling Stock MDBF calculated as the number of train kilometres operated in customer service divided by the number of service disruptions of 2 minutes or more that are contractually attributable under the PPP contracts to BCV, SSL or Tube Lines, and include items that are attributed but still in abeyance to be agreed. Where Infracore cause codes (ICC) are not present, LU cause codes are used. Subsequent addition of ICCs could therefore give rise to retrospective changes.

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Line Performance Trends
Signal and Point Related Delays >2 minutes**



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Track Related Delays >2 minutes**



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