

Transport for London

Minutes of the Rail and Underground Panel

Conference Rooms 1 and 2, Palestra, 197 Blackfriars Road
London, 10.00am, Friday 11 April 2014

Members

Sir John Armit CBE	Chair
Steve Wright	Vice Chair
Sir Brendan Barber	Panel Member
Richard Barnes	Panel Member
Charles Belcher	Panel Member
Brian Cooke	Panel Member

Staff

Mike Brown	Managing Director, Rail and Underground
Howard Carter	General Counsel
Carl Devlin	Programme Director, Sub-Surface Upgrade, London Underground
Nigel Holness	Operations Director JNP and SSL, London Underground
Gareth Powell	Director of Strategy and Service Development
Rachel Stretton	Head of Operational Finance, Rail and Underground
David Waboso	Capital Programmes Director, London Underground
James Varley	Secretariat Officer

01/04/14 Apologies for Absence and Declarations of Interest

Apologies for absence had been received from Peter Anderson, Isabel Dedring and Daniel Moylan.

There were no interests to be declared that were relevant to items on the agenda.

02/04/14 Minutes of the Meeting Held on 18 October 2013

The minutes of the meeting held on 18 October 2013 were approved as a correct record and signed by the Chair.

03/04/14 Matters Arising and Actions List

Members would be provided with further information on gate speed, particularly around bi-directional use. **[Action: Gareth Powell]**

The Panel noted the Actions List.

04/04/14 Managing Director's Report – Rail and Underground

Mike Brown introduced the report, which highlighted the performance of Rail and Underground and presented updates on the status of major investment projects and items of special interest in periods 11 and 12 of 2013/14 (5 January 2014 to 1 March 2014).

The Panel was given an update on the recent fatality at Pudding Mill Lane station on the Docklands Light Railway of an employee of Clancy Dowcra, the contractor at the site. Meetings had taken place with senior management in Clancy Dowcra. Although the responsibility for safety at the site remained with the contractor, London Underground staff were ensuring they were reviewing safety activities at the work site and making sure they had as much oversight as possible.

Performance in period 12 had been affected by the regrettable industrial action that took place between 4 and 6 February and mitigating actions had taken place to minimise the disruption. 75 per cent of Tube stations had remained open and all lines, with the exception of the Waterloo & City, operated services of varying degrees for passengers. Station staff were aided by around 1,000 licensed and trained TfL Travel Ambassadors who provided travel information and assisted with the operation of stations. 45 per cent of the usual numbers of passengers were able to travel on London Underground. The Docklands Light Railway, Overground and Tram networks coped well with the increased levels of demand during the strike days. Bus services were also enhanced and increases in demand were seen on Barclays Cycle Hire.

The Panel expressed its thanks to the licensed and trained TfL Ambassadors who had volunteered to work at stations and assist passengers.

Members discussed the communication strategy. Engagement had taken place with the trades unions and extensive dialogue had taken place with staff. The purposes of the Fit for the Future – Stations programme was also being widely communicated to stakeholders and the public.

Demand over the period exceeded budget on London Underground and would have been higher if the industrial action had not taken place.

Performance on London Overground remained good and it had returned to the number one position as Britain's best performing train operator.

Docklands Light Railway also recorded its highest ever levels of reliability and punctuality.

The Sub-surface Railway Upgrade Programme was continuing successfully. A significant recent achievement was the modification allowing interim regenerative braking. The replacement of C Stock trains was nearing completion and the final train was scheduled to run its last service on 29 June 2014.

The Northern Line Upgrade was also progressing well. As work continued, a new timetable would be introduced at the end of the current year.

Activities were taking place to move forward with the Northern Line Extension Transport and Works Act Order. For the works to begin, it was necessary to appoint a main works contractor and have the infrastructure in place for works to commence at the south side of the site.

The Infrastructure Renewals programme had seen significant improvements since London Underground had taken responsibility from the previous structure created by the PPP contract. A new focus, initially on safety followed by consistency and control, meant that higher levels of productivity had been achieved with reduced levels of disruption. New rail grinding machines had been delivered and were due into service soon. The standards applied to these machines were higher than those applicable to older machines.

The Panel noted that Rail and Underground had been recipients of a number of awards recently including several at this year's London Transport Awards, UK Rail Industry Awards, the 'Golden Whistles', Railway People HR, Recruitment and Skills Awards and the HR Distinction Awards.

The Panel noted the report.

05/04/14 Fit for the Future – Stations Update

Gareth Powell and Nigel Holness introduced the paper and the related paper on Part 2 of the agenda which provided an overview of the Fit for the Future – Stations programme.

The programme sought to reflect the changes in the way customers use stations and also the need to change the technology that customers use to interface with LU. The process also allows LU to enhance the commercial aspects of stations which, in turn, has a positive effective on station ambience and customer experience. The project was being driven by the needs of the customer.

The role of communication with staff on the proposed changes and their positive effects was vital. LU was committed to ensuring there were no compulsory redundancies and staff would be given opportunities for upskilling with additional training and development. The introduction of new technology would also provide further support for staff to allow them to provide a better service.

Discussions were taking place at ACAS which would include how LU can best support its staff during the transition process.

The Panel noted the report.

06/04/14 Target Setting

Gareth Powell introduced the paper which informed the Panel of the process for setting performance targets.

The targets served two main purposes, firstly to provide a set of figures against which LU could be held accountable and secondly to drive performance within the business.

One of the highest profile metrics was Lost Customer Hours and this was used as a target for reliability improvements.

The Panel requested further consultation on the target setting process which would take place later in the year. **[Action: Mike Brown]**

The Panel noted the report.

07/04/14 Rail and Underground International Benchmarking Report

Gareth Powell introduced the paper which presented LU's performance on a range of metrics in comparison with other metros that formed the Community of Metros (CoMet).

Significant improvements had been shown in all of LU's key performance indicators. The rate of increase in reliability performance showed that LU was one of the fastest improving in the world.

The Panel commented that the Operating Costs Recovery trends indicated that LU would reach a recovery rate of 1.4 by 2023, which was calculated by Imperial College to be the rate at which asset renewals could also be covered by revenues. Although this was the case with current data, a number of other factors such as fare policy would affect this and the need for network enhancements would still exist.

It was also observed that a number of high performing metros were reaching a stage of maturity and were commencing asset renewal programmes which would affect the benchmarking data. These metros had recognised the performance of LU in its asset renewal activities and were engaging with LU to benefit from its experience and advice.

The Panel noted the report.

08/04/14 Any Other Business

There being no further business, the meeting closed at 12.10pm. The next scheduled meeting would be held on Thursday 10 July 2014 at 10.00am.

Chair: _____

Date: _____