

# Transport for London

## Minutes of the Rail and Underground Panel

Conference Rooms 1 and 2, Palestra, 197 Blackfriars Road  
London, SE1 8NJ  
10.00am, Wednesday 20 May 2015

### Members

Sir John Armitt CBE	Chair
Steve Wright	Vice Chair
Richard Barnes	Panel Member
Charles Belcher	Panel Member
Brian Cooke	Panel Member

### Staff

Mike Brown	Managing Director, Rail and Underground
Nick Brown	Interim Chief Operating Officer, London Underground
Howard Carter	General Counsel
Graeme Craig	Director of Commercial Development
Steve Griffiths	Chief Operating Officer, London Underground
James Lloyd	Resourcing Manager, London Underground
Andrew Pollins	Finance Director, Rail and Underground
Gareth Powell	Strategy and Commercial Director, London Underground
Howard Smith	Director of Operations, Crossrail
Ed Wells	Interim Head of Programme Management Office, TfL
James Varley	Secretariat Officer

### 11/05/15 Apologies for Absence and Declarations of Interest

Apologies for absence had been received from Peter Anderson, Sir Brendan Barber, Isabel Dedring and Daniel Moylan. Steve Allen was also unable to attend the meeting.

Mike Brown introduced the newly appointed Chief Operating Officer of London Underground, Steve Griffiths to the Panel. Nick Brown would continue in post as Interim Chief Operating Officer and Steve Griffiths would occupy a shadowing role until June 2015.

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

### 12/05/15 Minutes of the Meeting of the Rail and Underground Panel Held on 12 February 2015

The minutes of the meeting of the Rail and Underground Panel held on 12 February 2015 were approved as a correct record and signed by the Chair.

## **13/05/15 Matters Arising and Actions List**

**The Panel noted the Actions List.**

## **14/05/15 Managing Director's Report – Rail and Underground**

Mike Brown introduced the report, which provided commentary on the performance of Rail and Underground and presented updates on the status and progress of major investment projects and items of special interest, particularly in Periods 11 to 13 2014/15 (4 January 2015 to 31 March 2015).

Performance on London Underground (LU) remained strong. This was the third quarter in succession that targets had been exceeded and the Customer Satisfaction Score of 85 was the highest ever achieved by LU.

In response to a question from the Panel about waiting times at Harrow on the Hill station, the Managing Director, Rail and Underground would look at off peak timetabling on the Metropolitan line.

The Network Rail (NR) works at London Bridge Station were affecting reliability on the East London line. Discussions had taken place with NR and Southern Railway regarding mitigating actions. In addition, LU was also affected by the resultant crowding at London Bridge station and at Canada Water station. A robust resilience plan was in place.

Performance on the Docklands Light Railway remained strong with service reliability at 99.3 per cent and on time departures ahead of target.

Performance on Trams was improving following the transfer of tram fleet maintenance in-house in December 2014. A number of relatively simple changes had been made, such as ensuring all the correct tools were available and the depot was staffed at key times which had an immediate and visible improvement to reliability and staff morale.

While the experience on Trams had shown the benefits of in-house maintenance, Rail and Underground had gained extensive experience of outsourcing and understood the appropriate actions to be taken to manage contractors to optimise performance for other functions on its network.

On 31 May 2015, TfL would take control of services on the Great Eastern Line from Liverpool Street to Shenfield, which would become part of Crossrail but would, for an initial period be known as TfL Rail.

The Panel discussed the necessity to report performance data inclusive and exclusive of industrial action. It recognised the need to show underlying performance without including the profound effect of industrial action. Considerable effort was put into industrial relations and changes in the organisational structure for station staff were enhancing positive relationships between staff and management. It was still a challenging environment with significant change taking place. Staff morale was good and LU was outperforming the Train Operating Companies in terms of industrial relations.

**The Panel noted the report.**

## **15/05/15 Accessibility Schemes at Crossrail Surface Stations**

Howard Smith introduced the paper and presentation, which provided an overview of the proposals for improving accessibility at seven surface Crossrail stations.

The Panel welcomed the progress in achieving step-free accessibility for the remaining stations.

**The Panel noted the paper and presentation.**

## **16/05/15 Investing in World Class Skills for the Future**

James Lloyd and Ed Wells introduced the paper and presentation, which provided an overview of how TfL was investing in skills for the future.

The Apprenticeship programmes were based on frameworks which would adapt to the requirements of TfL to ensure delivery of relevant skills and training. The importance of apprenticeships was well recognised and mechanisms were in place in the procurement process to require suppliers to take on apprentices.

The School Skills Programme was being delivered through the London Transport Museum with the aim of inspiring young people to become engineers in the future, through the apprenticeship programme or at graduate level.

TfL had also been successful with work placements for people with learning difficulties. Half of people that had entered work placements had gone onto employment, either within TfL or elsewhere.

**The Panel noted the paper and presentation.**

## **17/05/15 Car Park Strategy**

Graeme Craig introduced the paper, which set out the commercial strategy for the LU car park portfolio. The Commercial Development directorate was formed in December 2012 and undertook a review of LU's portfolio of 61 car parks.

As part of the strategy, a number of improvements were introduced including the 'click and collect' service at some car parks, automatic number plate recognition and cashless payment to enhance the customer experience. In addition, tariffs were being revised, work was taking place to look at further ancillary services such as car valeting and data was being made available for the app market.

The Panel discussed the provision of spaces at stations on the Metropolitan line. The loss of a significant amount of space at Rickmansworth, which had occurred prior to the establishment of Commercial Development directorate, had displaced users to other stations on the line such as Wembley Park. When entering a car park, it was not always apparent that a car park was full and work was taking place to improve the provision of information. The usage data available for Wembley Park station car park would be checked for robustness.

**[Action: Graeme Craig]**

Chorleywood station parking improvements were in the Business Plan with the proposal to provide an additional deck. Members asked if the current tariff increase proposals could be revised to take into account the investment made in car parks and that consideration be given to introducing yield management techniques to optimise revenue and usage. **[Action: Graeme Craig]**

**The Panel noted the paper.**

## **18/05/15 Fit for the Future - Stations**

Nick Brown introduced the paper and presentation, which provided an update on the programme. The key to the success of the programme was staff training, which provided staff with the necessary tools to deliver a high quality service. Increased levels of interaction with customers had been the result of ticket office closures and staff had been given greater autonomy in developing sources of information which created an environment in which staff were more motivated to deliver high levels of customer service.

Further work would take place to look at further promotion of contactless payment.

The programme was not complete and senior management were aware that challenges existed but were confident that Fit for the Future – Stations was the appropriate programme to take LU forward.

**The Panel noted the paper and presentation.**

## **19/05/15 Any Other Business**

There being no further business, the meeting closed at 12.20 pm. The next scheduled meeting would be held on Thursday 16 July 2015 at 10.00am.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_