

Transport for London

Rail and Underground Panel

Subject: Managing Director's Report – Rail and Underground

Date: 1 May 2013

1 Purpose

- 1.1 This report provides commentary on the performance of Rail and Underground for the year 2012/13 and presents updates on the status and progress of major investment projects and items of special interest in periods 12 and 13 (3 February to 31 March 2013).
- 1.2 The Panel is asked to note this report.

2 London Underground (LU) Performance

Passenger Numbers

- 2.1 Year end passenger journeys were 4.4 per cent better than budget and 5.0 per cent higher than reported in the year 2011/12. Recent slowing growth rates are being closely monitored.

Service Performance

- 2.2 LU has maintained its highest score on record for customer satisfaction in quarter 4, set at 84 per cent in quarter 3.
- 2.3 Excess journey time averaged 5.27 minutes for the year, the best score since the measure was introduced and bettered budget by 0.58 minutes. The percentage of schedule operated for the year was 97.6 per cent, surpassing the target by 0.6 per cent and last year by 1.0 per cent. Kilometres operated on the Tube this year are 4.5 per cent more than last year reflecting the capacity improvements of the investment programme. The reliability of the railway as measured by Lost Customer Hours (LCH) was 22.9 million for year, 4.8 million better than target and 20 per cent better last year. LU is set to meet the Mayor's reliability target by 2015.
- 2.4 There were no Accidental Major Injuries to employees in periods 12 and 13 and 31 Accidental Major Injuries to customers – predominantly slips, trips and falls. The overall moving annual total rate of Accidental Major Injuries is above target at 0.30. Customer awareness campaigns continue to raise awareness of how passenger behaviour (e.g. running for trains) may cause injuries.

Other

- 2.5 On 30 January, the Prince of Wales and the Duchess of Cornwall visited the rebuilt Farringdon station, the Crossrail works, and travelled on a new Metropolitan line train to King's Cross St Pancras to mark 150 years of LU and to celebrate the important role that engineering and infrastructure play in the UK.
- 2.6 On 20 March, the Queen, the Duke of Edinburgh and the Duchess of Cambridge visited Baker Street station to also mark the 150th anniversary of the Underground. The visit continued with a closer look at one of the new S Stock trains, culminating in Her Majesty unveiling a plaque naming the train 'Queen Elizabeth II'.
- 2.7 Awareness of LU's 150th anniversary among Londoners (i.e. not just Tube users) more than doubled from 27 per cent in December 2012 to 64 per cent in January 2013. LU's high reputation scores have been maintained post the Olympic and Paralympic Games. 55 per cent of Londoners think that LU is 'on the way up' and only six per cent 'on the way down'. Continuing improvements to operational performance (as outlined in section 2.3) and the impact of LU150 is helping maintain LU's customer service and reputation at record highs.
- 2.8 LU was the winner at the Rail Business awards on 27 February, in the Environmental Innovation category, for the platform cooling project at Green Park station.
- 2.9 LU saw success at the London Transport and Institute of Civil Engineers (ICE) Awards on 14 March. The Lifts and Escalators Refurbishment Team won the Transport Team award and the Tottenham Court Road Station Upgrade Project was awarded winner of the ICE London Civil Engineering Award for Infrastructure.
- 2.10 LU also shared a special award, London 2012 Transport Teams, with other teams from TfL and the Olympic Delivery Authority who contributed to the success of the Games.
- 2.11 Managing Director, Mike Brown was named Rail Executive of the Year at the Metro Awards in Madrid. The award recognised the excellent work achieved across the London Rail and London Underground organisation.
- 2.12 Friday 1 March saw the roll-out of Wi-Fi at another five locations, raising the total to 108 with Blackfriars, Cannon Street, Kennington, Stockwell and Aldgate station now live.
- 2.13 A mutually acceptable position on detrainment procedures was reached with ASLEF and RMT.

3 London Rail Performance

- 3.1 All of London Rail customer satisfaction targets were exceeded in quarter 4.

London Overground (LO)

- 3.2 LO passenger journeys continue to exhibit strong growth and are 17 per cent better than budget at 124.6 million for the year, the highest recorded and a 22 per cent increase year over year. LO's operational performance was 96.7 per cent for the year versus a target of 95.8 per cent for the public performance reliability measure.
- 3.3 There were no Accidental Major Injuries to employees and one Accidental Major Injury to a customer in periods 12 and 13. The London Rail overall major injury rate is better than target at 0.21 for the year.
- 3.4 A programme to introduce five-car trains on London Overground was announced on 7 February. This will increase the capacity of the railway by 25 per cent, and help London's transport network accommodate the additional 810,000 new residents forecast to move to the Capital by 2021.
- 3.5 The £320m London Overground Capacity Improvement Programme (LOCIP), which includes building longer platforms and adding extra capacity for the overnight stabling of the longer trains, will deliver 57 extra carriages by the end of 2015.
- 3.6 On 25 March Crystal Palace Overground station became step free with the opening of three new lifts.
- 3.7 Wi-Fi is now available at all 57 Overground sites and allows passengers to go online anywhere in the station – in ticket halls, corridors and platforms (but not on trains).

Docklands Light Railway (DLR)

- 3.8 There were 100 million passenger journeys in the year, 6.7 million ahead of target and 16.2 per cent higher than last year. The percentage of schedule operated was 0.5 per cent ahead of target at 98.5 per cent.
- 3.9 There were no Accidental Major Injuries to employees or customers in period 12 or 13.
- 3.10 DLR celebrated being named Rail Business of the Year at the 15th Rail Business Awards, held on 27 February. They also picked up an award for Customer Information and Service Excellence.

Emirates Air Line (EAL)

- 3.11 EAL carried just under two million passengers in the nine months it has been open, with availability averaging 94 per cent. With the Games period over, the EAL settled into a period of business as usual with pronounced seasonal trends becoming more evident.

- 3.12 The EAL was closed for planned annual maintenance work for one week, from 18 to 24 March.
- 3.13 At the ICE awards on 14 March, EAL won the Evening Standard Award, voted for by readers as their favourite project.

London Tramlink

- 3.14 Tram passenger journeys, at 30.1 million for the year, are 0.2 million above target and 5.5 per cent higher than the same period last year.
- 3.15 The percentage of scheduled services operated was 0.2 per cent better than target for the year.
- 3.15 There were no Accidental Major Injuries to employees or customers in period 12 or 13.

4 Capital Programmes

Sub Surface Railway (SSR)

- 4.1 Commissioning of the new signalling system at Neasden depot was successfully completed during a possession over the first weekend in March 2013.
- 4.2 The SSR Upgrade is on budget and schedule. Once completed in 2018, the upgrade will deliver improved reliability and capacity with reduced journey times through the provision of new signalling, new air-conditioned rolling stock and upgraded depots.

Northern Line

- 4.3 The Northern Line Upgrade continues on schedule. Four weekend closures in period 13 enabled the commissioning of plate racks at Morden depot, Stockwell, Golders Green and Euston.
- 4.4 On Sunday 17 February, the line section between High Barnet and West Finchley saw the first train in 'revenue service' (carrying passengers) running under the new transmission-based train control (TBTC) automatic signalling. Since entering revenue service, reliability is improving.
- 4.5 The TBTC contractor, Thales, has submitted a revised programme which incorporates the new closures. Significantly fewer closures are planned than were used for the Jubilee Line Upgrade. The revised programme shows that the previous reported slippage (56 days) against the early start programme dates has been recovered.

Major Stations Improvements

- 4.6 At Victoria station excavation for the North ticket hall paid area have been completed ahead of plan and all phase 1 piling is now complete. The installation of plunge columns to the South ticket hall is also complete. Jet grout columns have been completed along Allington Street which is now open to two way

construction traffic only. A new pedestrian crossing opposite Westminster Cathedral has been installed. Street management continues in close co-operation with TfL Surface transport, Westminster council, Network Rail, local residents and business representatives.

- 4.7 Successful demolition tests at Bond Street station have enabled project delays to be reduced from 17 weeks to 6 weeks.
- 4.8 Bank station capacity tenders were received on the 25 February and evaluation is now progressing.
- 4.9 Tunnelling work for passenger access to the Northern line platforms is almost complete and construction of new stairways and lift shafts is underway. Excavation for the new Crossrail ticket hall on Dean Street has also been successfully completed.

5 Rail Planning

Rail Devolution

- 5.1 The Department for Transport (DfT) issued its franchising programme on 26 March 2013 with an announcement from the Secretary of State. This sets out the dates of franchise replacement thorough to 2021. While the Secretary of State for Transport's announcement did not explicitly mention rail devolution, the prospect is still very much alive. The announcement gives greater certainty for franchisees across the country and crucially leaves open the prospect of rail devolution and potentially simplifies the process. If the Secretary of State agrees to rail devolution, future transfer dates for the specific services can be readily written into the franchises with Southeastern and Greater Anglia whose extension or direct award will now be negotiated by the DfT.

Industry Liaison

- 5.2 Section 26 of the Railways Act 1993 requires the Secretary of State to publish a statement of policy describing how he proposes to exercise his franchising power. The DfT has published a policy statement about how franchise operators will be selected in cases where an invitation to tender is not issued and direct award is required. The DfT is consulting on this policy. TfL has responded that it is content with the explanation contained within the statement of policy and, whilst the franchising proposal broadly supports TfL's views, further discussion is sought on the exercising of Secretary of State's power.
- 5.3 Additionally, TfL has responded to consultations on Schedule 4 and 8 of Network Rail's franchised passenger track access agreements. TfL considers that both Schedules should encourage the rail industry to work together to reduce overall delays and unplanned disruption to customers. Schedules 4 and 8 should reflect the costs genuinely faced by the industry as a result of planned and unplanned disruption to ensure that all parties have an appropriate incentive to improve the service experienced by customers.

6 Rail & Underground Executive Senior Team Changes

Chief Operating Officer at London Underground

- 6.1 Howard Collins, who has been the Chief Operating Officer (COO) for LU for the past five years, will be leaving in June to take up a new role as Chief Executive Officer at Sydney Trains in Australia.
- 6.2 Howard began at London Transport, now TfL, in 1977 and joined LU in 1979. Howard's contribution to London has been immense in his 35 years of service. In the 2013 Queen's New Year's Honours, Howard was awarded an OBE for services to the London 2012 Games and the London Underground.
- 6.3 Phil Hufton, Chief Asset Performance Officer will add the role of COO to his existing responsibilities when Howard leaves.

Chief Operating Officer at London Rail

- 6.4 Howard Smith has been appointed as Operations Director, Crossrail. In his new role he will be responsible for leading the development of Crossrail's operational and customer service strategy, defining the structure of the new railway's operating and maintenance organisations as well as leading on the arrangements for the future Crossrail operating concession.
- 6.5 Gareth Powell, Director of Strategy and Service Development will take overall responsibility for London Rail, alongside his existing responsibilities.

Director of Health, Safety and Environment for Rail and Underground

- 6.6 Jill Collis, currently Head of Health, Safety and Environment, LU Operations and Asset Performance, has been appointed Director of Health, Safety and Environment. Her appointment follows the move of Mike Strzelecki to the role of Business Transformation Director.

7 Recommendation

- 7.1 The Panel is asked to NOTE this report.

8 Contact

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