

# Transport for London

## Minutes of the Rail and Underground Panel

**Paddington Room, Palestra, 197 Blackfriars Road  
London, 11.00am, Thursday 13 November 2014**

### Members

Sir John Armitt CBE	Chair
Peter Anderson	Panel Member
Sir Brendan Barber	Panel Member
Charles Belcher	Panel Member
Brian Cooke	Panel Member

### Staff

Mike Brown	Managing Director, Rail and Underground
Howard Carter	General Counsel
Phil Hufton	Chief Operating Officer, Rail and Underground
Rob Niven	Lead Sponsor, Rail Investment Programme, London Rail
Gareth Powell	Strategy and Commercial Director, London Underground
Rachel Stretton	Interim Director of Finance, Rail and Underground
David Waboso	Capital Programmes Director, London Underground
James Varley	Secretariat Officer

### **17/11/14 Apologies for Absence and Declarations of Interest**

Apologies for absence had been received from Steve Wright (Vice Chair), Richard Barnes, Isabel Dedring, Daniel Moylan and Steve Allen.

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

### **18/11/14 Minutes of the Meeting Held on 10 July 2014**

The minutes of the meeting held on 10 July 2014 were approved as a correct record and signed by the Chair.

### **19/11/14 Matters Arising and Actions List**

There were no matters arising from the minutes.

**The Panel noted the Actions List.**

## **20/11/14 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 3 to 7, 2014/15 (25 May to 11 October 2014).

The Transport and Works Act Order for the Northern Line Extension to Battersea had been granted. Dialogue was continuing with the developers of the site following changes to their reference design, which had an impact on the station design.

The first five car train had been introduced on the Overground network as part of the Capacity Improvement Programme, which was on track to deliver an increase of 25 per cent in capacity.

Performance on the Victoria line remained strong and it was consistently achieving 34 trains per hour during peak periods. This was the result of a considered approach to the management of the line as a complete system with assets, staff and maintenance carefully utilised and managed.

Contactless payment had been launched on Rail and Underground on 16 September 2014 and to date 12 million journeys had been made. Credit card companies had shown high levels of engagement with promotional activity taking place with their customers.

Passenger journeys on the Emirates Air Line were below forecast and activities were taking place to promote the service as a visitor attraction as well as a commuter service. The service remained financially sound and was not only covering its operating costs but was also on track to pay back the construction costs.

Although passenger journeys for the year to date were behind forecast, London Underground had recently seen its busiest Wednesday on record. It was too early to identify a trend in journeys, however, the gap between forecast and actual numbers was narrowing again.

Staff were taking part in the Viewpoint survey and a paper would be presented to a future meeting of the Panel outlining the results and actions from the survey.

**[Action: Mike Brown]**

The Cooling the Tube programme was continuing and had seen the successful refurbishment of fans on the Central and Piccadilly lines. Activities were taking place to identify and engage with potential users of waste heat.

**The Panel noted the report.**

## **21/11/14 New Tube for London – Train Design**

Gareth Powell introduced the paper and presentation, which provided an update on the status of the programme.

The main aims were to enhance capacity and reliability. Discussions with the rolling stock industry had identified the key to unlocking this potential was lighter, articulated

trains. The benefit of lighter construction was reduced energy usage, which also had the benefit of reducing heat output.

The design of the train interior was underpinned by the desire to give the best customer experience possible. The use of materials and lighting were the result of extensive research to create an optimised environment in terms of passenger comfort and durability.

The use of LED displays would provide an opportunity to communicate with passengers on a real time basis. The provision of relevant information was a balance between that which related to the specific journey and to the wider network.

Trains would have automatic operation capability, which would allow for a staff member to be present and mobile within the train. Walk-through carriages and consistently spaced windows would assist in the visibility of staff on the train.

**The Panel noted the paper.**

## **22/11/14 Station Strategy**

Gareth Powell introduced the paper and presentation, which provided an update on the status of the strategy.

The purpose of the strategy was to integrate the various station programmes into a common approach that would benefit customers and the business by bringing coherence to the network. It would also drive efficiencies by bringing various work streams together.

The recent work at Embankment station demonstrated the approach. The initial work was to replace the escalators but the opportunity was used to address water ingress and improve the retail proposition.

The Step Free Access programme fed into the Station Strategy and further information would be provided to the Rail and Underground and Safety, Accessibility and Sustainability Panels. **[Action: Gareth Powell]**

Members would be provided with further information on the non-core Crossrail stations and how the strategy would be applied. **[Action: Mike Brown]**

**The Panel noted the paper.**

## **23/11/14 Fit for the Future - Stations**

Phil Hufton introduced the paper and presentation.

The modernisation of ticket halls was a key part of providing world class customer service. The use of technology and ticketing options meant that less than three per cent of journeys involved visiting a ticket office. Stations would have focal points for customers to interact with staff and gateway stations would have Visitor Information centres that would be capable of selling tickets. In addition, the web app market would

continue to have access to London Underground service information, which would be provided to customers using mobile technology.

As stations were transformed, the space freed-up could be used for commercial development, provide additional station capacity or community spaces. During the transition, vinyls and hoardings would be used to maintain station ambience.

The appointment of 97 area managers was a key driver of the success of the programme. Their role was new to the staffing structure and they would be highly visible and accessible to station staff, which would lead to improved communication.

London Underground had guaranteed that there would be no compulsory redundancies, no reductions in salary and that staff would be found a new role within 30 minutes travel of their existing station. In addition, extensive discussions had taken place with the trades unions.

**The Panel noted the paper.**

**24/11/14 Trams Update**

Gareth Powell and Rob Niven introduced the paper, which outlined plans to deal with growing demand on the London Trams network and support the regeneration of the Croydon Opportunity Area.

In response to a question from the Panel, it was explained that trams did not form a significant part of the TfL network and that work had taken place previously to investigate opportunities for trams in west London and in a north – south direction across London. These projects did not go ahead as a result of political decisions.

**The Panel noted the paper.**

**25/11/14 Any Other Business**

There being no further business, the meeting closed at 12.50pm. The next scheduled meeting would be held on Thursday 12 February 2015 at 10.00am.

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

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