

# maters

metronet

The House Magazine of Metronet Rail - Issue 1

**METRONET**

**Fulham Broadway scores for Chelsea**

The shape of things to come

**Tracking our Assets**

The Ellipse Programme

**Move to Templar House**

Metronet's new home

**Fast Track Replacement**

New methods - big savings

**It's Carnival Time**

Preparing for the world's biggest street party

**Dealing with Disfigurement**

Mindless daubings that deface

**Keeping our cool**

Air conditioned trains

**Win a family break at Euro-Disney**

Prize draw - see inside back page

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## Hello...

Wherever you are based in the Metronet organisation, I hope you like Metronet Matters, our new joint house magazine to keep you abreast of many of the bigger activities and cross-company issues in Metronet Rail SSL and Metronet Rail BCV.



Paul Emberley

In this first issue you will hear from David Crawley and Andrew Cooper about our first 100 days since taking over from London Underground on April 4th and be able to read about some of the things we have achieved already, such as the new station at Fulham Broadway, the first of a new breed which will greatly improve the Tube traveller's experience.

There is also a prize crossword and an easy-to-enter word search competition, with attractive prizes, and a prize draw for a family break at Euro Disney in Paris.

We want to know what you think about this, the first issue of Metronet Matters. We have made it easy with a reply-paid reader survey card which has space for you to add your comments.

Every completed card we receive goes into the prize draw for the Euro Disney family break. Please let us know if there's anything you would like to see in future issues. Just send an email to [metronet.matters@adfield.co.uk](mailto:metronet.matters@adfield.co.uk).

The next issue is published in October. It will include features on some of our Shareholders, the Supply Chain, the Scarce Resource Alliance and lots more news of what's happening within Metronet.

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**ANYONE FOR TENNIS ?**  
Southfields coping with Wimbledon



9

**A TIME FOR CHANGE**  
Vision & Mission



17

**TAKING THE HEAT**  
Air conditioned trains a possibility



26

**DEALING WITH DISFIGUREMENT**  
The scourge of graffiti



10

**MOVE TO TEMPLAR HOUSE**  
Our new home



18

**PEOPLE & NEWS IN BRIEF**

5 12 13 24 25 28

**DEEP CLEANING**  
Enhancing the Ambience



12

**FAST TRACK REPLACEMENT**  
New system for the world's oldest Tube



20

**COMPETITION PAGE**



Inside Back cover

**TRACKING OUR ASSETS**  
The Ellipse Programme



14

**THE SHAPE OF THINGS TO COME**  
Fulham Broadway - first of a new breed



22

**READER SURVEY**



Inside Back cover



David Crawley (left) and Andrew Cooper

**O**n 4th April 2003 three and half years of uncertainty over the future of London Underground came to an end when Metronet went 'live'. Now, after 100 days in the job, the two men responsible for delivering on Metronet's promises look confidently ahead.



Shadow operations were replaced by contractual obligations with real money at stake on 4th April. It was time to make good the promises of the bid process that had entrusted Metronet with the largest part of the Underground to maintain and regenerate.

### Performance and investment

With £17 billion to invest over the next 30 years, these promises are not empty words. They are enshrined in contracts that hold Metronet to account for a wide

range of investment commitments and performance targets. For the next 7½ years, Metronet will be investing £2.5 million every day in repairing, refurbishing and renewing track, trains, stations, signals and systems, all with the goal of providing a world-class, safe and reliable Tube for London.

For the best part of a century the London Underground - the world's first and therefore the world's oldest - has provided a fast and reliable way of getting around the capital. The Tube holds a special place in the hearts of Londoners and visitors alike. But it is showing its age. Much needs doing to make it the source of pride it once was for Londoners - and substantial private investment is needed in the infrastructure.

# THE FIRST 100 DAYS



The two men leading this investment programme are the managing directors of the two Metronet companies - David Crawley at Metronet Rail SSL Ltd and Andrew Cooper at Metronet Rail BCV Ltd - photographed at Oxford Circus, the centre of the Tube network map and a key station maintained by MRBCV.

## Challenge

Perhaps their greatest immediate challenge was to ease the cultural change from public to private sector. As David Crawley puts it, "We needed to encourage people to move from the question, *when is Metronet going to do something?* to



the realisation that they are a vital part of *doing something.*"

To help this transition, both MDs conducted a series of road shows around the business in the spring to listen to staff questions and concerns, as well as to press home the point that the changes in view **will** be positive. After three years of minimal alteration to the daily round of most staff, coupled with the uncertainties that had surrounded the Public Private Partnership (PPP), it was understandable that this point was not always readily accepted.

Andrew Cooper explained that they tried to get across three principal points:

1. The performance regime now involved **real** money. Penalties - and bonuses - meant a permanent transfer of money: there is a cost associated with failure to perform while meeting and exceeding goals brings financial benefit.
2. There was now a need to look at spending the budget in a slightly different way. Under LU everyone was under pressure to spend their budget; if they didn't, it would be difficult to ask for the same amount again next year. Now the ▶

Continued from page 3

test is 'value for money' but it is still important to spend it - only by investing funds is Metronet going to deliver tangible improvements for LU, its customer, and the travelling public.

3. The improvements will take place - but it will take time and commitment. To those who are understandably impatient for those improvements and question when they will happen, Andrew stresses that they are not optional. They are part of the contract that will see nearly every station refurbished and all but the most newly-built trains replaced.

However, although Metronet is committed to achieving the results of its investment programme, we need the skills and commitment of our staff to specify how.

*"Metronet won the concession with a bid. A bid is not a detailed plan. It specifies performance and sets out the cost of delivering that performance. Our staff will specify how."*

David Crawley

Some people may assume there is a detailed plan for the next thirty years which specifies everything we will do in finite detail. "There isn't one, of course," said David, "we shall be relying on our staff to specify the 'how.' For the first year we can turn the handle on the machine a bit faster and it will deliver the results we need. For later years, to deliver more, we have to redesign the machine."

## Performance - judged under 3 heads

By putting across such messages to the teams, the MDs hoped that the first quarter's performance targets would show the figures moving in the right direction. Metronet's performance is judged in three principal areas:

- **Availability**
- **Service Points**
- **Ambience**

The first covers the Availability of assets for service and is already significantly in bonus.

Service Points, a more complex measure, is split between facilities - everything employees need to carry out their job - and fault rectification, which relates to everything that impinges on the passenger.

Facilities range from office furniture to staff toilets. "If something fails, it attracts instant penalties however quickly it is fixed," said Andrew Cooper, "so the sub-contractors we employed to look after these facilities are expected to focus on preventive maintenance."

Fault rectification applies to something as simple as a blown light bulb in a station to a signal failure. A set amount of time is allowed to rectify the fault; penalties accrue if this is exceeded. Despite the problems inherited on the Central Line following the Chancery Lane derailment, there has been no loss on service rectification, which is as good a result as the regime will allow.

Finally, Ambience. This involves a whole raft of measures to do with the cleanliness and appearance of trains and stations. It started in a penalty position but there is already a strong upward trend and Ambience is expected to be in bonus later this year.

*"Some thought performance was going to fall off the edge of a cliff. It hasn't. Because the investment programme has still to begin (in September) the better we do in year one, the less we'll be noticed."*

Andrew Cooper

For the doubting Thomases, these figures came as something of a surprise. It will be a very different story next year, when work begins on 14 stations on just three of the lines alone.

## Key supply chains

Ramping up the investment programme has entailed putting the finishing touches to the four key supply chains which were part of the original bid: Bombardier Transportation for new trains and maintenance; Balfour Beatty for

trackwork; and two with Trans4m covering stations and civil engineering work. For many staff, the transition from actively carrying out these tasks to assuming a client role has posed a challenge.

A major aspect of preparing for the investment programme has been design of station refurbishments and the track renewal scheme, often with associated drainage works. Priorities are being determined by focusing on internal customers as well as the external customer, LU. "By analysing the location of the most frequent track or signalling problems, for example, we can target our investment to reduce delays and improve performance."

## Tribute

Both MDs pay tribute to the way Metronet's staff have responded to the changes. They stress the value placed on many aspects of the old models, while urging recognition of the scope for improvements.

"New ways of doing things are often not the threat they are sometimes perceived to be," said Andrew Cooper, who cites the fear of depot staff at the prospect of Bombardier taking over responsibility for train maintenance and has been at pains to allay their fears. "They are the only people with knowledge of the current trains and signalling systems, so it is inconceivable that their expertise will not be part of Bombardier's plans," said Andrew Cooper.

## Relish

Andrew Cooper and David Crawley relish the challenge before them. They are grateful for the length of Metronet's 30-

year concession, which allows the kind of long-term planning enjoyed by few of the train operating companies on National Rail.

"We have been given the freedom to get on with the job of giving London a world-class Tube system in which we can all take pride," David Crawley said. Andrew Cooper added, "in this first 100 days we have gained a clear idea of the magnitude of the challenges facing us - and now have a better focus on the issues which lie ahead." ■

# From the Chief Executive



Rod Hoare

**A**s we pass the 100 day mark since Metronet became a real operational business - the first thing I want to do is to thank every member of staff - wherever you work in our organisation.

I want to thank all our staff, as well as our shareholders, advisors, and consultants - for the massive task in helping us to graduate - from some three and a half years of shadow running - to a live business with real business objectives. Just getting through to the final hurdle of Financial Close in early April was a challenge in itself - but the smooth transition to a fully operational business - with real responsibilities - has gone remarkably well. We have, however, only just begun and we still have much more to do as we move forward.

We're committed to maintaining an aggressive focus on business performance, especially as we are about to change gear in September by beginning on the major programme of capital works. Meanwhile, our customer, London Underground, and the travelling public will soon start to identify some of the tangible benefits of our investment taking shape. A deep clean regime for stations - and cleaner trains. Just look at the high standards attained on the Central Line through effective management of the graffiti removal programme (see pages 10-11). We shall soon start to see that level of

commitment rolled out across the rest of the Metronet managed fleets.

Safety remains at the very top of our priority list - and it will always be that way. Many pundits believed that safety would somehow be compromised under the PPP arrangements. That's simply not the case. In fact, our safety performance record has excelled since we acquired responsibility on 4th April. But we're not just content to maintain the status quo either - we're continually looking at ways to further improve our safety performance.

Take track fires. They occur frequently, sometimes several in one day. But whilst they are generally not serious, they cause disruption and delay. That affects the travelling public - and our performance. So we now have a zero-tolerance policy towards track fires and to achieve that, we're scrutinising the root causes much more closely, rather than simply dealing with the outcome. Where we need to step-up a maintenance regime, we shall do that. Where we need to consider replacing electrical components - we shall do that too. We shall achieve our goal. Another example of our dedication to safety can be found on page 7 in this issue of Metronet Matters.

I'm delighted to welcome Philip Pacey to the Metronet team, our new Chief Financial officer, formerly Finance Director of GNER (see page 13). Also Ms E Noël Harwerth - new non-executive director for MRBCV and MRSSL (see page 25). I am particularly pleased to welcome the new management team under Tim O'Toole at London Underground, our customer (see page 24). I've had the pleasure of maintaining a good dialogue with Tim over the last few months, prior to Transfer of London Underground to Transport for London in mid-July - and I expect that to continue in the future.

Our change programme of continuous improvement must now develop. As we go forward, the move to Templar House in Holborn and the mobilisation of our Supply Chain are just two current examples. ▶ *Continued on page 13*

## CHANCERY LANE

**T**he Report of the Final Investigation into the Chancery Lane derailment on the Central Line which occurred on 25th January this year was published on 11th July.

The root cause of the derailment was gearbox failure. Excessive forces caused by this failure caused the motor to become detached. When the safety brackets failed as well, the motor fell from the train and derailed it.

The Report, which identified twenty four recommendations which should prevent such an occurrence in the future, and which are being implemented by Metronet and LU, also stated, "It is reassuring to note that the vehicles involved survived the impact of the derailment well and, despite some inevitable confusion and panic, the 500 or so passengers were evacuated from the train and station within five minutes. Consequently, nobody was seriously hurt."

At the time of the derailment these trains were owned and operated by LU and maintained by LU's infrastructure company, Infraco BCV Ltd. Responsibility for maintenance and regeneration of the BCV lines was transferred to Metronet Rail BCV on 4th April 2003.

Andrew Cooper, MRBCV Managing Director, said, "while many of the deficiencies that led to this accident occurred before we were involved, we will be adopting the recommendations and making changes to minimise the

**"We shall act upon appropriate recommendations."**

Andrew Cooper

risks of similar mistakes in the future."

Metronet has appointed a Programme Manager to oversee the implementation of the Report's recommendations and commissioned an independent design review of the entire drive train assembly which will be completed by the end of October 2003. ■

Continued from page 27

## On a lighter note...

**B**BC on-line have been collecting the public's responses to Ken Livingstone's offer of £100,000 to anybody who can come up with a workable solution to the air-conditioning problem. Up till now, the BBC has received more than 2000 ideas - which it has passed on to the Mayor. Here's just a taster of the inventiveness of the great British public...



- *Use the Thames as a cooling medium.*
- *Simply re-decorate the stations to make commuters feel like they need their winter woollies in summer.*
- *Print (tube) maps on flame-retardant paper. Passengers concertina their maps and have a handy fold-up fan.*
- *Insert coils of pipe in seats, and then put cold water through them. Use the same technique on handrails.*
- *Crank up the power on the London Eye and make it an oversized fan.*
- *Replace tired old tracks and trains with canals and gondolas. The slow pace of travel will make it pleasant.*
- *Frozen peas wrapped around the top of the carriages in a promotional tie-up with a frozen food company. ■*

# STOP PRESS

## As Metronet Matters went to press, Metronet Rail SSL announced two new key appointments.

Mick Foote has been appointed Director of Maintenance. His career has been spent in the management of infrastructure design and maintenance, and he is currently a director of W S Atkins. Mick has been with Atkins since 1980, and will join MRSSL at the beginning of September.

Ian Prosser will be joining MRSSL in mid-September as Director of Safety and Assurance. Ian is currently Technical Director for Amey Rail and has provided leadership for Safety, Health, Environment, Quality and Assurance. Ian has twenty years experience in manufacturing process and engineering management. ■

## MRBCV Capital Projects Inaugural General Meeting



Philip Todd

**T**hree hundred people attended the successful Metronet Rail BCV Capital Projects Inaugural General Meeting held on 11th July 2003 at the Institute of Electrical Engineers.

Philip Todd, Director of Capital Projects, and Andrew Cooper, Managing Director, outlined the key objectives and challenges for Capital Projects over the next year. These included delivering benefits from an increase in capital expenditure from £140 million to £225 million, a new fully operational Supply Chain, a new Capital Projects organisation in place by October, new Project Management IT systems defined and a move to new offices, Templar House in Holborn.

"It was an excellent opportunity to gather together in one place all those who will be making a direct contribution to the delivery of the Capital Programme, and to share together the challenges we face over the coming months," said Philip Todd. "We are going through a period of significant change and the enthusiasm for success evident from those present was very encouraging". ■

Metronet is the company that has acquired responsibility for the multi-billion pound upgrade and revitalisation of two-thirds of the London Underground network - as part of the Public Private Partnership initiative (PPP) driven through by the UK Government.

Its shareholders consist of five world-class companies: Atkins, Balfour Beatty, Bombardier, EDF Energy (formerly SEEBOARD), and Thames Water. Metronet has a staff of some 5,000 people.

The London Tube network is the oldest in the world, but working in partnership with London Underground, Metronet took over responsibility in April 2003 for upgrading, replacing and maintaining nine of the twelve lines on the entire network and will spend £17 billion during its 30-year life.

Some £7 billion of this will be spent during the first 7.5 years - on new trains, new track, new signalling and refurbished and modernised stations. It is one of the world's biggest infrastructure projects, and the largest-ever metro regeneration scheme.

The Metronet logo features the word "METRONET" in a bold, white, sans-serif font. The letters are set against a dark background. A thick, orange, curved line arches over the text, starting from the left and ending on the right, framing the word. The background of the entire page is a blurred image of a stadium filled with spectators, with a prominent red and white advertising banner visible in the upper portion.

**METRONET**