

LONDON UNDERGROUND CASE STUDY

Introduction and background



London Underground is a significant organisation and one of our most major, highly valued clients.

Touchstone Renard first provided support and advice to London Underground in the wake of the King's Cross fire disaster in 1987 and we have made a significant contribution to the metro and rail industries ever since.

In particular, we have continued to provide management consultancy support over the years to London Underground (LUL, as it is more commonly known today) throughout the various organisational changes that have affected LUL and the other bodies that operate and maintain the London metro rail system and its infrastructure.

In 1998, the government announced the development and implementation of the Public Private Partnership (PPP), under which LUL would have overall responsibility for the provision and safe operation of the London Underground service to the public.

Three infrastructure organisations were created as partners to LUL to take responsibility under the PPP for the metro rail infrastructure (these later became Metronet Rail BCV and SSL and Tube Lines). Prior to the implementation of the PPP, LUL had approximately 20,000 staff, with 12,000 remaining afterwards.

In May 2008, the two Metronet companies transferred to Transport for London, with all Metronet staff transferring to LUL in December 2008. A new agreement provided for LUL to resource Metronet Rail, enabling it to continue carrying out its obligations under the PPP.

Touchstone Renard has assisted LUL with a diverse range of services but, perhaps one of our most significant contributions to the work of LUL, has involved the provision of advice and support with regard to change management and realisation throughout the organisation.

A key aspect, of course, has been to ensure the smooth integration of LUL with its partner organisations throughout the various periods of transition outlined above.

Our approach

Touchstone Renard's approach has always been - and still is - to designate one of its most senior people to be fully accountable for all services delivered to LUL and to act as the main contact and point of support for our client's senior managers.

That person also takes responsibility for building a professional but customer friendly relationship with our client. He is supported by assignment team leaders, who are selected from our skilled consultants, to ensure satisfactory service delivery.

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The chief skill areas that we have consistently delivered include the following:

- Change realisation
- Performance improvement
- Project management
- Organisation design
- Teambuilding
- Quality management
- Assurance facilitation
- Risk management



Some sample outline work packages

- When the PPP was being implemented, we carried out a review of LUL's **departmental procedures**, analysed companies making bids to LUL for work under the PPP and presented our findings to LUL senior managers with a two day work shop (the successful bidder on that occasion was Tube Lines). We then advised LUL and supported the development of their management systems integration philosophy and process.
- We developed a **management systems integration** function within Tube Lines to break down the "silo" approach to complex engineering projects. This was achieved by integrating Project Scoping, Design, Project Management and Safety Assurance into a coherent management system.
- We reviewed the existing **'approval process' for trains** and compared this with best practice and processes used in civil aviation and marine transport. Working with the Engineering Directorate top team, we devised a practical implementation methodology to suit organisational actuality.
- We facilitated and supported the implementation of the **Train Systems business plan**, using a programme of workshops and one to one facilitation. Together with client managers, we developed several management tools to motivate the interest of operational staff in the processes being planned, as well as capturing their ideas and giving them 'ownership' of the process.
- We completed 23 **"make or buy" studies** of various business units across the organisation. Each one covered a review of the current situation, key processes, future demand, finances, strategic HR aspects and risk, concluding with a business case recommendation to the LUL Board.
- We robustly **surveyed the nature of the evolving relationships** between one of LUL's private sector partners and its customer. The selected mapping technique had in-built auditing that checked the validity of individual inputs. This formed a data foundation to establish an indisputable baseline, and thus formed the basis of future mapping, helping managers to capture changing performance over time. The methodology used included structured interviewing techniques to capture how individuals felt about their own, and other, parts of the organisation, as well as providing the opportunity to offer solutions.

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- We devised **competency-based job descriptions** for some of the newly established teams. The work included meeting managers and discussing jobs to be evaluated and graded, meeting job holders, drafting job descriptions and asking managers to submit jobs for team evaluation.
- We designed **organisational structures** and practical reporting relationships for some teams. This included assessing the existing match between business requirements and current human resources. Our consultants were able to assist by closing the gap which was identified.
- We carried out a **strategic organisational review** of one of the key departments, Technical Capability, in the organisation that became Tube Lines. Our role was to work with managers and ensure clarity in terms of departmental objectives, strategy, structure and management processes. We subsequently prepared job descriptions, focusing on outputs to assist job evaluation.
 - We acted as advisor on devising the future **quality management strategy** for LUL. Using an innovative, testing approach, we helped decide the future strategic direction of Quality Management and designed a costed forward programme.
 - We developed and **facilitated a key presentation** (in respect of an organisation that became part of Metronet rail) to LUL Chief Engineer's Directorate regarding the meeting of LUL assurance requirements. The objective was to satisfy LUL senior managers that Metronet was meeting assurance requirements in a diligent, appropriate, and timely manner and that it satisfied all current regulations, standards, procedures and legislation.
 - We devised and developed a way of communicating the complexity of the **Northern Line upgrade project** to key stakeholders. The final result was delivered using specially developed software.
 - We established a **project engineering team** to tackle LUL's upcoming rail projects. Our consultants followed up the creation of this engineering team by leading the delivery of several key projects, within a best practice programme management framework

Our thoughts about LUL and the PPP experience

Phil Austin, Managing Director of Touchstone Renard says: 'The provision of such a crucial metro service to the public by establishing a major PPP of this nature in a longstanding, high profile, safety critical public sector organisation, has been highly challenging to all those who have been involved. The experience has taught us many valuable lessons along the way.'

- To be effectively realised, change really does have to be managed and not left to happen.
- Using joint client / consultant teams to deliver new or better ways of working can be a highly effective way of realising change quickly.
- The majority of staff will support better ways of working, particularly if they are included, consulted and have an opportunity to contribute ideas and feel 'ownership'. Some staff may never personally support the change but it does not mean that they will not still feel motivated to take a loyal and professional approach to achieving organisational aims.

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- It is important for staff to be focussed on achieving objectives within an achievement culture.

Our achievements

We believe that the programmes of advice and support that Touchstone Renard has delivered for LUL over many years have contributed to the enduring success of the organisation.

We were delighted to be able to act as a wheel within wheels, aligning ourselves with the corporate aims and objectives of this hugely significant and highly valued client in its excellent provision and safe operation of the London metro system.

We are always pleased to receive feedback from our clients! We are delighted that LUL managers have commented that our consultants are friendly, diligent and flexible, producing quality work and charging fees that are not outrageous!

Please contact us



Touchstone Renard has a strong team of highly skilled consultants with a wealth of experience in a wide range of market places.

If you would like to receive further details of our capabilities or you would welcome a discussion on how Touchstone Renard can assist with solutions for your organisation please contact Phil Austin, Managing Director.

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