

MCA Awards 2013

Change Management in the Private Sector: Web Summary

Boxwood with Tube Lines

Keeping London moving with the world watching

Tube Lines maintains and improves the Jubilee, Northern and Piccadilly lines – 41% of the London Underground network. Despite a successful track record of safety and reliability, they were facing the need to make radical changes. With a funding shortfall for planned maintenance and upgrades, they were under intense pressure to improve efficiency and achieve more with much less.

With the London 2012 Olympic Games just around the corner, they were also facing intense public and media scrutiny. The challenge was to ensure the lines could cope with the massive increase in passenger numbers - despite having significantly less time for maintenance during the Games period. The Jubilee line, as one of the main connections to the Olympic Stadium, would be a particular focus.

The challenge was to transform the business from operating in silos to focusing on organisation-wide goals. It was the biggest organisational challenge Tube Lines had ever faced.

At the same time, with only a four-hour safe working window each night when they could work on the tracks, Tube Lines needed to find ways of achieving more in the short time they had, with the same resources.

With a proven record of success in delivering large-scale organisational transformation projects, Boxwood was engaged to help.

Getting it wrong carried significant risks for the entire London Underground network, at a time when the eyes of the world were on London. Instead, Tube Lines and Boxwood got it right.

Utilisation of the safe working window increased by a massive 30%, which meant Tube Lines could achieve 30% more in the same time. In addition, **lost customer hours have reduced by 24%**, meaning faster journeys and less disruption for passengers.

During the Olympics, Tube Lines achieved **25 delay-free days despite passenger levels increasing by one third**. The Jubilee line operated so reliably it became **the transport of choice to the Olympic stadium** for athletes as well as spectators.

The transformation also created a sustainable platform for ongoing improvements. Today, Tube Lines' performance is **better and more cost-effective** than it has ever been. The project has helped transform the London Underground - and improved the lives of millions of people in the world's greatest city.

'The real value Boxwood delivered was in an area we never expected. They helped us transition more than 600 people into a completely new structure and new ways of working without additional delays or closures. And on the back of that, they also achieved the original objective of driving major performance improvements. They were patient, they listened, and they were prepared to change if it would deliver a better result. They were fantastic to work with.' – Dave Smale, General Manager, Infrastructure