



Your ref:  
Our ref: 00034

Company Secretary  
Keolis Amey Docklands Limited  
Evergreen House North  
160 Euston Road  
London  
NW1 2DX

17<sup>th</sup> March 2015

Dear Sir,

Docklands Light Railway  
Contracts and Business  
Performance

Castor Lane  
Poplar  
London  
E14 0BL

Phone [REDACTED]  
Fax [REDACTED]  
[www.dlr.gov.uk](http://www.dlr.gov.uk)

## GENERAL PERFORMANCE NOTICE

This General Performance Notice is issued by Docklands Light Railway Limited ("**DLRL**") pursuant to Schedule 13 (*Enforcement Regime*) of the Franchise Agreement dated 17 July 2014 (the "**Franchise Agreement**") between DLRL and Keolis Amey Docklands Limited (the "**Franchisee**") and requires the Franchisee to propose a Remedial Plan to remedy the failure or contravention set out in this Performance Notice.

DLR is entitled to serve a **General Performance Notice** on the Franchisee if the Franchisee breaches any obligation in the Franchise Agreement which (in DLRL's absolute discretion) has or may have consequences to DLRL or the Franchisee which are not immaterial

Schedule 19 Paragraph 20 of the Franchise Agreement requires the Franchisee to have attained the standard of Bronze Accreditation (or higher) under the Fleet Operator Recognition Scheme (FORS) or the equivalent within the Alternative Scheme within 90 days of the Franchise Commencement Date. This period ended on 7 March 2015. We reviewed the progress to date with your team at a meeting on 9 March and while we were assured that work is in progress it is apparent that the required level of Accreditation and associated driver training has not been achieved. There is also further work required to ensure that your sub-contractors comply with the requirements.

Docklands Light Railway Limited  
whose registered office is  
Windsor House, 42-50 Victoria Street  
London SW1H 0TL

Registered in England and Wales  
Company number 02052677

Docklands Light Railway Limited is  
a company controlled by a local  
authority within the meaning of  
Part V Local Government and  
Housing Act 1989. The controlling  
authority is Transport for London.

In accordance with paragraph 3.5 of Schedule 13 of the Franchise Agreement DLRL requires the Franchise to propose to DLRL for acceptance a reasonable and appropriate **Remedial Plan** to remedy the failure or contravention set out in this Performance Notice.

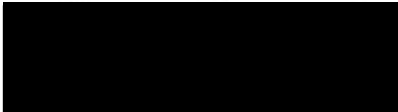
The proposed Remedial Plan must specify, in reasonable detail:

- (i) an analysis and explanation of the reasons for the failure or contravention set out in this Performance Notice;
- (ii) the manner in which the Franchisee proposes to remedy such failure or contravention and ensure the failure or contravention does not recur in future; and
- (iii) the time period in within which the Franchise proposes to implement the proposals.

The Remedial Plan must be received by DLRL within 14 days of receipt of this Performance Notice.

This Performance Notice does not prejudice any rights of DLRL under the Franchise Agreement for the remedy of the failures listed above, or any other failures.

Yours faithfully

A solid black rectangular box used to redact the signature of the person acting on behalf of Docklands Light Railway Limited.

signed for and on behalf of  
**Docklands Light Railway Limited**

Copied to:  
The Managing Director  
Keolis Amey Docklands Limited  
Castor Lane  
Poplar  
London  
E14 0DS



Your ref:  
Our ref: 00047

The Company Secretary  
Keolis Amey Docklands Limited  
Evergreen House North  
160 Euston Road  
London  
NW1 2DX

## Docklands Light Railway

PO Box 154  
Castor Lane, Poplar  
London E14 0DX

Phone [REDACTED]  
Fax [REDACTED]  
[www.dlr.gov.uk](http://www.dlr.gov.uk)

17<sup>th</sup> April 2015

Dear Sir

### ASSET MANAGEMENT PERFORMANCE NOTICE

This Asset Management Performance Notice is issued by Docklands Light Railway Limited ("DLRL") pursuant to Schedule 13 (*Enforcement Regime*) of the Franchise Agreement dated 17 July 2014 (the "**Franchise Agreement**") between DLRL and Keolis Amey Docklands Limited (the "**Franchisee**").

DLRL is entitled to serve an **Asset Management Performance Notice** on the Franchisee when any of the circumstances listed in paragraph 3.3 of Schedule 13 arise in any Fee Period provided a warning of 30 days' duration has been issued to allow the Franchisee to rectify such failure.

A prior warning of the failure described in this Performance Notice was issued to the Franchisee on 13 February 2015 and such failure was not rectified within the required 30 day period, namely the failure to carry out maintenance activities outlined in Part 5 of Schedule 4 of the Franchise Agreement with respect to the Electrical & Mechanical, High Voltage and Premises asset groups during Railway Period 11.

Paragraph 3.5 of Schedule 13 of the Franchise Agreement DLRL requires the Franchisee to propose to DLRL for acceptance a reasonable and appropriate **Remedial Plan** to remedy the failure or contravention set out in this Performance Notice. However, on this occasion and without prejudice to its

Docklands Light Railway Limited  
trading as Docklands Light Railway  
whose registered office is as above

Registered in England and Wales  
Company number 02052677

VAT number 756 2770 08

Docklands Light Railway Limited is  
a company controlled by a local  
authority within the meaning of  
Part V Local Government and  
Housing Act 1989. The controlling  
authority is Transport for London.

rights under the Franchise Agreement, DLRL does not require the Franchisee to provide a Remedial Plan as it is acknowledged that the work proposed by the Franchisee to remedy the failure is already underway and is due to be completed with regular reports being given to DLRL on progress.

This Performance Notice does not prejudice any rights of DLRL under the Franchise Agreement for the remedy of the failures listed above, or any other failures.

Yours faithfully



Mark Davis  
**Head of Contracts & Business Performance**

signed for and on behalf of  
**Docklands Light Railway Limited**

Copied to:  
The Managing Director  
Keolis Amey Docklands Limited  
Castor Lane  
Poplar  
London  
E14 0DS





Your ref:  
Our Ref: 00185

The Company Secretary  
KeolisAmey Docklands Limited  
Castor Lane  
Poplar  
London  
E14 0DS

16<sup>th</sup> April 2016

Dear Sir

Docklands Light Railway  
Contracts and Business  
Performance

Castor Lane  
Poplar  
London  
E14 0BL

Phone [REDACTED]  
Fax [REDACTED]  
[www.dlr.gov.uk](http://www.dlr.gov.uk)

## OPERATIONS PERFORMANCE NOTICE

This Operations Performance Notice is issued by Docklands Light Railway Limited ("DLRL") pursuant to Schedule 13 (*Enforcement Regime*) of the Franchise Agreement dated 17<sup>th</sup> July 2014 (the "**Franchise Agreement**") between DLRL and KeolisAmey Docklands Limited (the "**Franchisee**").

DLRL is entitled to serve an '**Operations Performance Notice**' on the Franchisee when any of the circumstances listed in paragraph 3.1 of Schedule 13 arise, specifically Paragraph 3.1 (c) provides the right for DLRL to issue a Performance notice if:

*(c) Departures Actual for a Peak Period on any three Service Days within a Fee Period is less than 92%*

The relevant dates and incidents which impacted on peak period performance were:

- Monday 8<sup>th</sup> February (evening peak: 70.36% Departures)
- Thursday 18<sup>th</sup> February (evening peak: 91.97% Departures)
- Thursday 25<sup>th</sup> February (morning peak: 89.66% Departures)
- Friday 26<sup>th</sup> February (morning peak: 90.76% and evening peak: 78.39%)

Docklands Light Railway Limited  
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London SW1H 0TL

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authority within the meaning of  
Part V Local Government and  
Housing Act 1989. The controlling  
authority is Transport for London.

Paragraph 3.5 of Schedule 13 of the Franchise Agreement, DLRL requires the Franchisee to propose (within 14 days) to DLRL for acceptance a reasonable and appropriate remedial plan to remedy the failure or contravention set out in the Performance Notice. On this occasion, DLRL does not require you to prepare such a plan given the underlying issues causing the operational disruption on the days mentioned above would already be subject to investigation with appropriate actions taken.

This Performance Notice does not prejudice any rights of DLRL under the Franchise Agreement for the remedy of the failures

Yours sincerely

A solid black rectangular box used to redact the signature of Mark Davis.

Mark Davis  
**Head of Contracts and Business Performance**

Signed for and on behalf of  
**Docklands Light Railway Limited**

Copied to:  
The Managing Director  
Keolis Amey Docklands Limited  
Castor Lane  
Poplar  
London



Your ref:

Our ref: 00370

The Company Secretary  
Keolis Amey Docklands Limited  
Evergreen House North  
160 Euston Road  
London  
NW1 2DX

Docklands Light Railway  
Franchise and Concession

Castor Lane  
Poplar  
London E14 0BL

Phone [REDACTED]

[tfl.gov.uk](http://tfl.gov.uk)

15<sup>th</sup> February 2018

Dear Sir or Madam,

## Operations Performance Notice

This Operations Performance Notice is issued by Docklands Light Railway Limited ("DLRL") pursuant to Schedule 13 (*Enforcement Regime*) of the Franchise Agreement dated 17 July 2014 (the "**Franchise Agreement**") between DLRL and Keolis Amey Docklands Limited (the "**Franchisee**") and requires the Franchisee to propose a Remedial Plan to remedy the failure or contravention set out in this Performance Notice.

DLRL is entitled to serve an **Operations Performance Notice** on the Franchisee each time any of the circumstances listed in paragraph 3.1 of Schedule 13 arises.

Docklands Light Railway Limited  
trading as DLR  
whose registered office is  
55 Broadway, London SW1H 0BD

Registered in England and Wales  
Company number 02052677

VAT number 756 2770 08

Docklands Light Railway Limited is a company controlled by a local authority within the meaning of Part V Local Government and Housing Act 1989. The controlling authority is Transport for London.

Our records indicate that during Period 11 there were four occasions, on four separate Service Days, where the Departures Actual for a Peak Period was less than 92%, as stated in paragraph 3.1(c) of Schedule 13.

These are set out below as follows:-

- (i) 24<sup>th</sup> January 2018 – PM Peak – 91.58%
- (ii) 25<sup>th</sup> January 2018 – PM Peak – 86.68%
- (iii) 26<sup>th</sup> January 2018 – AM Peak – 80.73%
- (iv) 30<sup>th</sup> January 2018 – AM Peak – 82.96%

In accordance with paragraph 3.5 of Schedule 13 of the Franchise Agreement DLRL requires the Franchisee to propose to DLRL for acceptance a reasonable and appropriate **Remedial Plan** to remedy the failure or contravention set out in this Performance Notice.

The proposed Remedial Plan must specify, in reasonable detail:-

- (i) an analysis and explanation of the reasons for the failure or contravention set out in this Performance Notice;
- (ii) the manner in which the Franchisee proposes to remedy such failure or contravention and ensure the failure or contravention does not recur in future; and
- (iii) the time period in within which the Franchise proposes to implement the proposals.

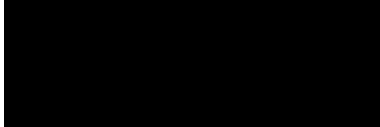
The Remedial Plan must be received by DLRL within 14 days of receipt of this Performance Notice.

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This Performance Notice does not prejudice any rights of DLRL under the Franchise Agreement for the remedy of the failures listed above, or any other failures.

Yours sincerely,

A large black rectangular box redacting the signature of Anna Hirst.

Anna Hirst

**Head of Franchise and Concession**

Email: [anna.hirst@dlrl.co.uk](mailto:anna.hirst@dlrl.co.uk)

Direct line:

Signed for and on behalf of

**Docklands Light Railway Limited**

Copied to:

The Managing Director  
Keolis Amey Docklands Limited  
Castor Lane  
Poplar  
London  
E14 0BL



Your ref:

Our ref: 00386

The Company Secretary  
Keolis Amey Docklands Limited  
Evergreen House North  
160 Euston Road  
London  
NW1 2DX

Docklands Light Railway  
Franchise and Concession

Castor Lane  
Poplar  
London E14 0BL

Phone [REDACTED]

[tfl.gov.uk](http://tfl.gov.uk)

29<sup>th</sup> March 2018

Dear Sir or Madam,

### **Operations Performance Notice**

This Operations Performance Notice is issued by Docklands Light Railway Limited ("DLRL") pursuant to Schedule 13 (*Enforcement Regime*) of the Franchise Agreement dated 17 July 2014 (the "**Franchise Agreement**") between DLRL and Keolis Amey Docklands Limited (the "**Franchisee**") and requires the Franchisee to propose a Remedial Plan to remedy the failure or contravention set out in this Performance Notice.

DLRL is entitled to serve an **Operations Performance Notice** on the Franchisee each time any of the circumstances listed in paragraph 3.1 of Schedule 13 arises.

Docklands Light Railway Limited  
trading as DLR  
whose registered office is  
55 Broadway, London SW1H 0BD

Registered in England and Wales  
Company number 02052677

VAT number 756 2770 08

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a company controlled by a local  
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Our records indicate that during Period 12 (excluding 12<sup>th</sup> February 2018) there were three Service Days, where the Departures Actual was less than 95%, as stated in paragraph 3.1(b) of Schedule 13.

These are set out below as follows:-

- (i) 19<sup>th</sup> February 2018 – Departures Actual – 91.69%
- (ii) 28<sup>th</sup> February 2018 – Departures Actual – 90.35%
- (iii) 1<sup>st</sup> March 2018 – Departures Actual – 94.11%

In accordance with paragraph 3.5 of Schedule 13 of the Franchise Agreement DLRL requires the Franchisee to propose to DLRL for acceptance a reasonable and appropriate **Remedial Plan** to remedy the failure or contravention set out in this Performance Notice.

The proposed Remedial Plan must specify, in reasonable detail:-

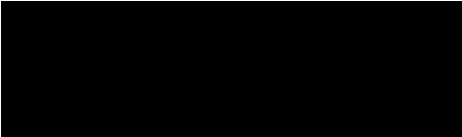
- (i) an analysis and explanation of the reasons for the failure or contravention set out in this Performance Notice;
- (ii) the manner in which the Franchisee proposes to remedy such failure or contravention and ensure the failure or contravention does not recur in future; and
- (iii) the time period in within which the Franchise proposes to implement the proposals.

The Remedial Plan must be received by DLRL within 21 days of receipt of this Performance Notice (allowing additional 7 days due to Bank Holidays and current focus on Industrial Action).

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This Performance Notice does not prejudice any rights of DLRL under the Franchise Agreement for the remedy of the failures listed above, or any other failures.

Yours sincerely,

A large black rectangular redaction box covering the signature of Anna Hirst.

Anna Hirst

**Head of Franchise and Concession**

Email: [anna.hirst@dlrl.co.uk](mailto:anna.hirst@dlrl.co.uk)

Direct line:

Signed for and on behalf of

**Docklands Light Railway Limited**

Copied to:

The Managing Director  
Keolis Amey Docklands Limited  
Castor Lane  
Poplar  
London  
E14 0BL



