

Fit for the Future – Stations



Context, Vision & Case for Change

Our Rationale

Our Proposals

Our People

Consultation & Next Steps

Summary



**Context, Vision
& Case for Change**

Context, Vision & Case for Change

London's growth over the last 150 years has been driven and supported by the Tube

	2003/04	2012/13	Change
Journeys	948m	1.2bn	 Journeys 30%
Train km	67m	76m	 Train km 13%
Customer Satisfaction	76	83	 CSS 7
Reliability	52m LCH	23m LCH	 LCH 56%

The city will keep changing and requires a Tube that can keep up

London by 2030



1.6m new Londoners

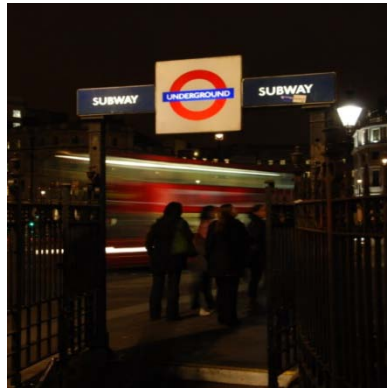


600k new jobs

Evening & weekend travel is becoming increasingly important

- Demand for R&U services is not limited to the peaks
- Network is vital - supporting off-peak leisure travel & the night time economy

50% increase in Tube demand on Saturday nights – since 2003 (from 21:00hrs to last trains)



We need to offer better value to both the taxpayer and the fare-payer
£3bn efficiencies already saved since 2009/10 across TfL

Funding from Government

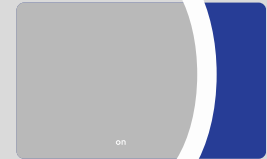
Spending Review
Grant cut results
in a reduction of
c.£2bn
over the Business Plan

“TfL should continue to work towards a situation in which their non-grant sources of income cover their operating costs”

DfT 2013 Funding Letter to TfL

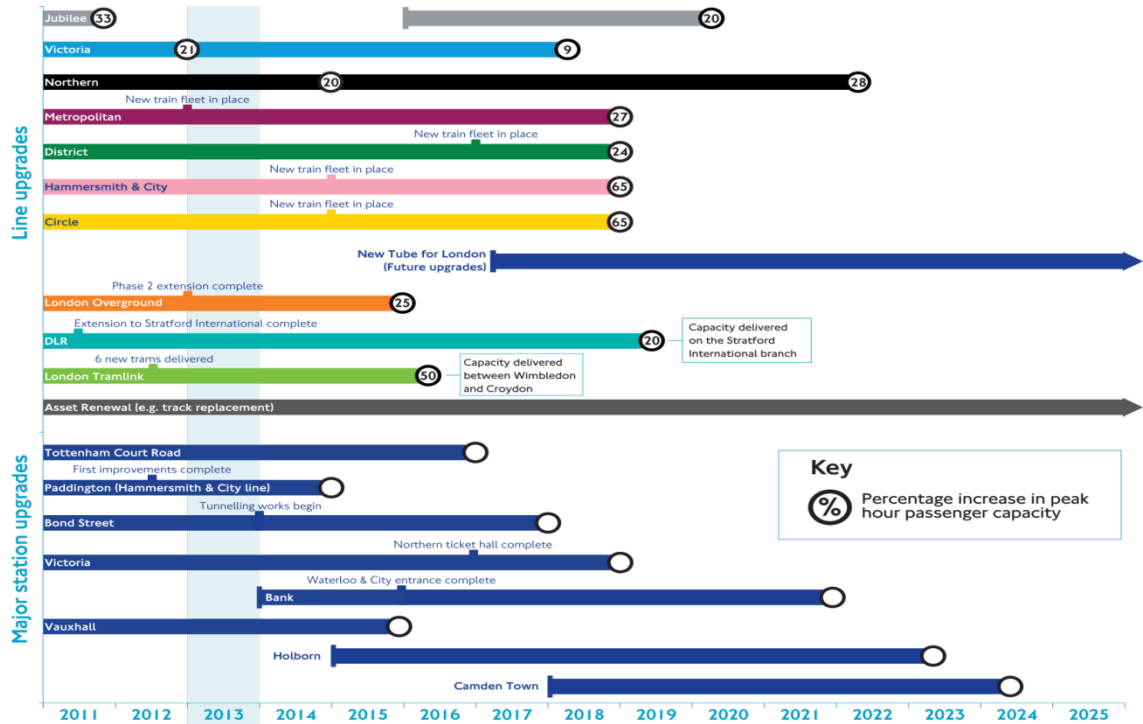
Funding from customers

LU Fares have consistently risen above inflation whereas average London wages have still risen, but below inflation



A further **£4.2bn** of new efficiencies to be saved by 2020/21 to be able to afford to run our services and invest in our network

Our Investment Programme will drive delivery



We are investing £16bn up to 2020/21 to deliver more frequent, reliable and accessible services

We are building stations fit for the 21st century



VICTORIA



PADDINGTON



TOTTENHAM COURT ROAD



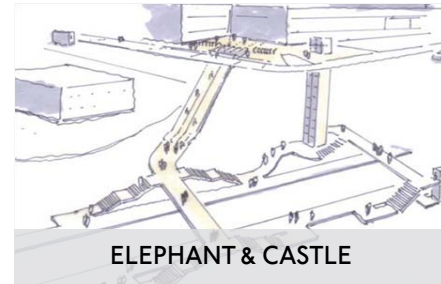
BANK MONUMENT



BOND STREET

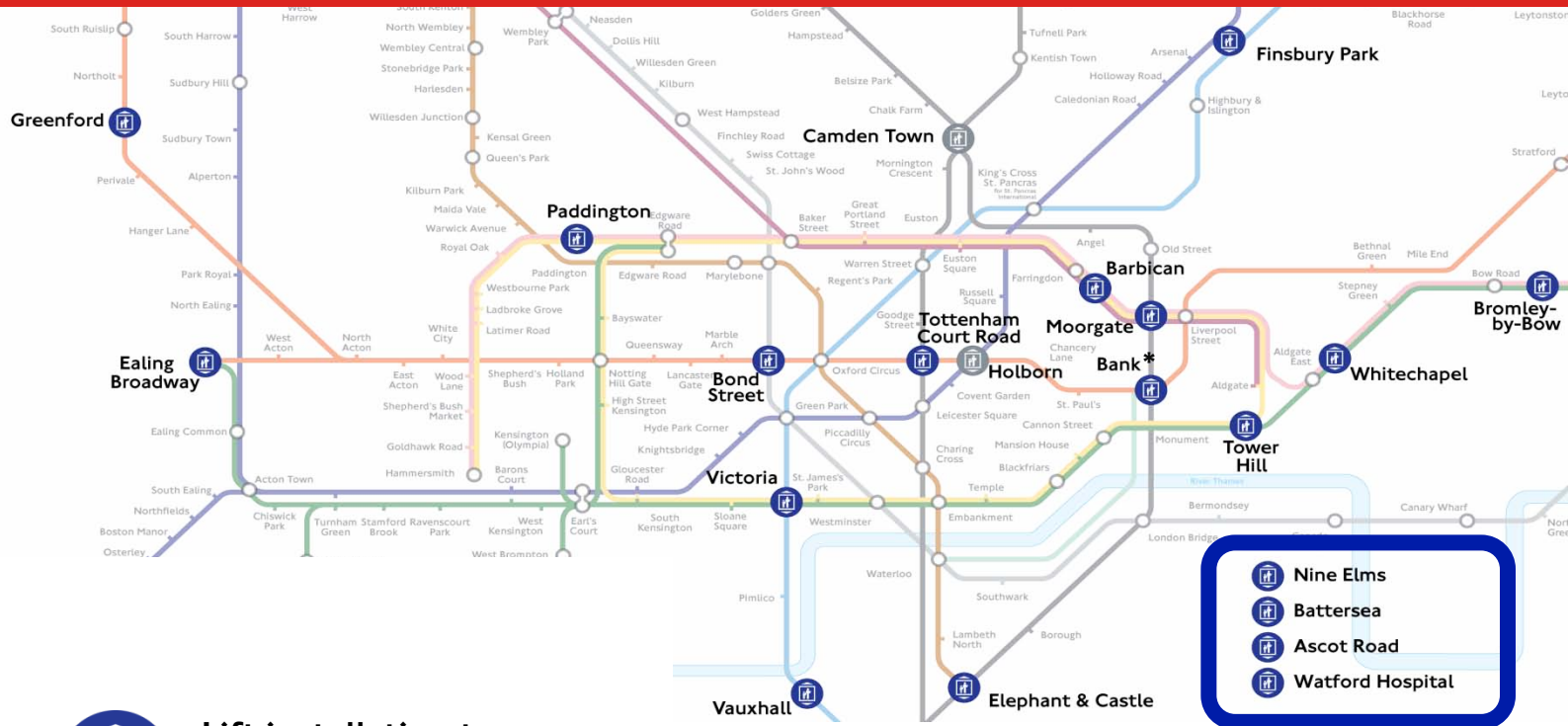


CAMDEN TOWN



ELEPHANT & CASTLE

Improving network accessibility...



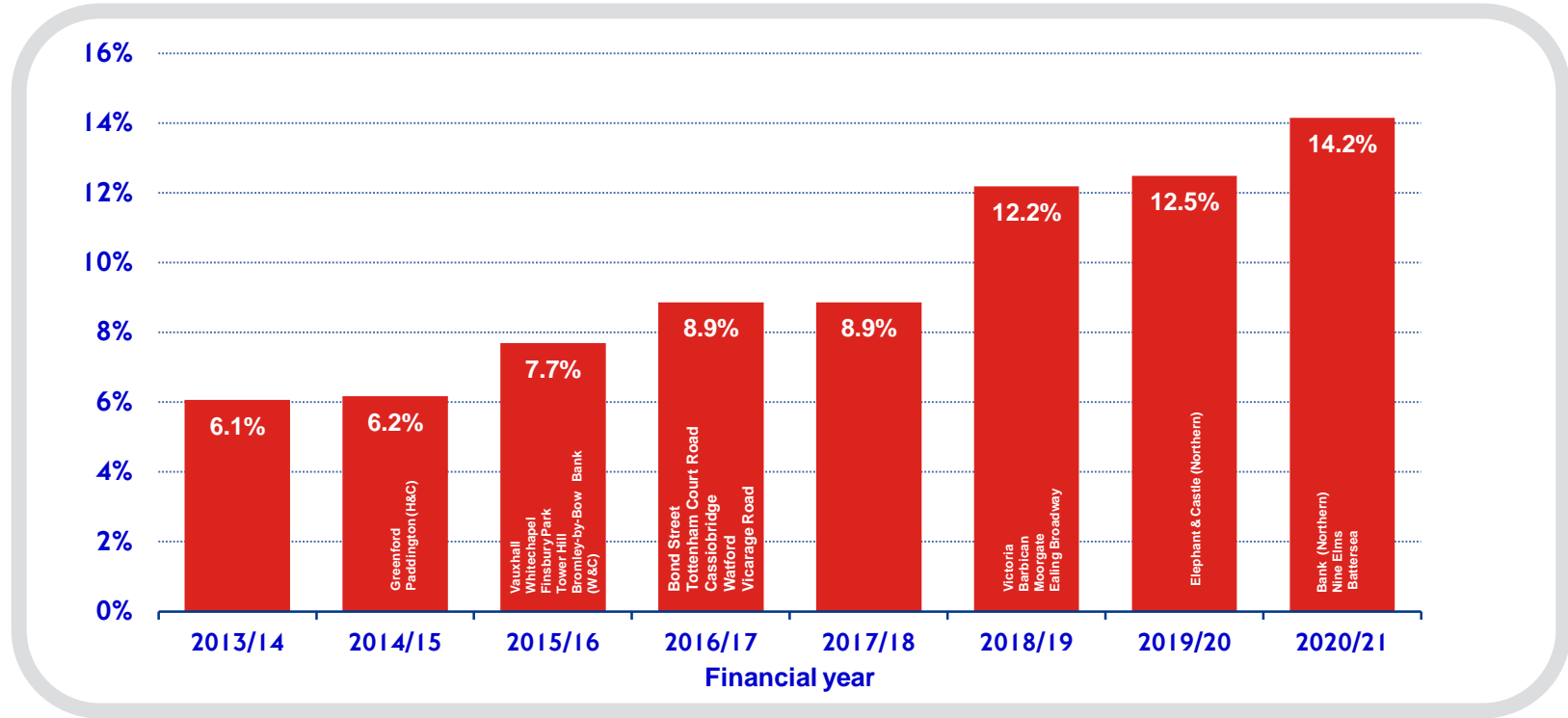
Lift installation to create step free station
(grey symbols for works beyond 2021/22)

Plus platform humps, boarding ramps and other accessibility improvements

- * Bank - Northern and Waterloo & City lines and DLR only
- * Elephant & Castle - Northern line only

...which will more than double the number of accessible journeys compared to today

Percentage of end-to-end step free journeys on London Underground 2020/21



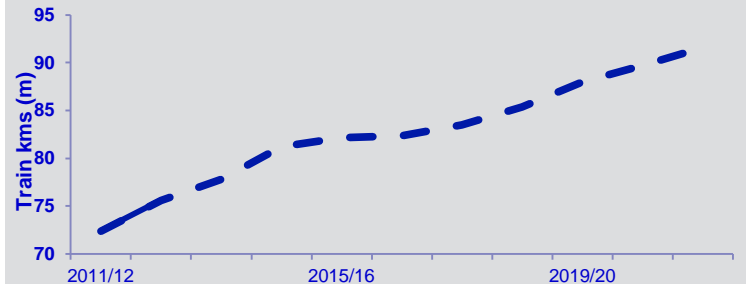
London is continuing to grow

- Even more capacity is required to meet demand
- We are planning for this growth with our Upgrade Programmes: 20 million more Tube train km will be run over the next decade
- Our promise at Fit For London still stands

Our commitment to train operators:

‘At Fit for London, I have said that anyone who currently operates a train in a cab can do so for the rest of their career’ **Mike Brown, MD London Underground**

More Service



More Trains



536
trains in
peak



615
trains in
peak
15% MORE



191 new trains

Consistent stock on C&H & District



Automatic Train Operation

Single Control Centre



Greater use of automation

Greater flexibility & more choice



More service operated

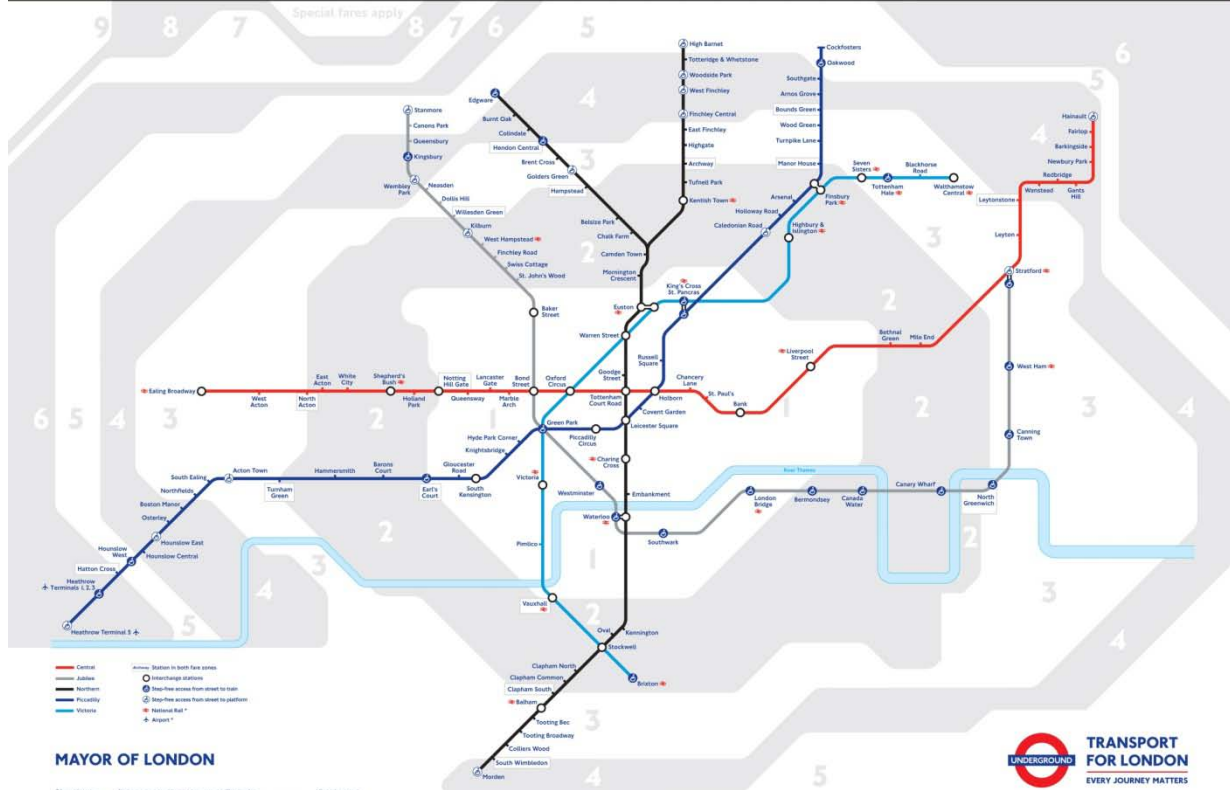
Enables 33% more capacity (32tph)

A new opportunity for London – transforming the night time economy from 2015 & supporting jobs

Night Tube map

tfl.gov.uk
[24 hour travel information 0843 222 1234](tel:0843221234)
[Travel information at stations Help points](#)
[tfl.gov.uk/socialmedia](https://www.facebook.com/tfl)

Potential future tube operation (4tph base service through Friday & Saturday nights)



Jubilee line upgrade 2011

33 % More Peak
Hour Capacity

Equivalent to an extra 12,000
passengers in peak hour

45 % More Train Km
Annually

Victoria line upgrade 2012

21 % More Peak
Hour Capacity

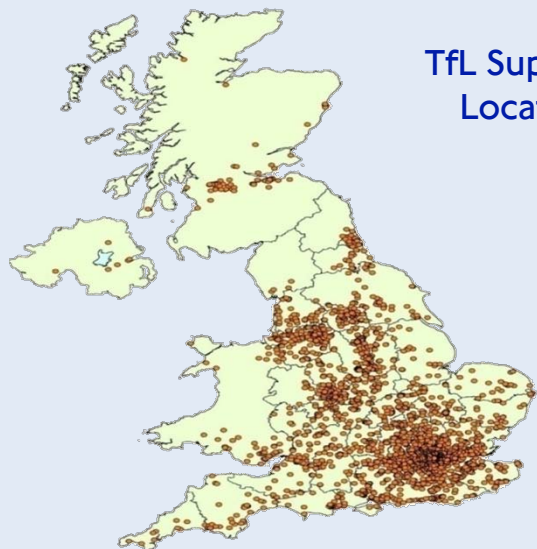
Equivalent to an extra 10,000
passengers in peak hour

21 % More Train Km
Annually

c.200 additional train operators across the LU network since 2010/11

41,000 JOBS

supported by
TfL's supply chain
outside London



TfL Supplier
Locations

Future investment will:

- Directly create and sustain local jobs through design and construction
- Support London's forecast employment growth through greater service level



c.40%

more rail service operated by TfL over the next decade (26% by just LU) supporting jobs & economic growth



The UK's only integrated publicly-owned railway operator

Thousands of staff brought back into the organisation in recent years



Metronet

c.5,500 staff



Tube Lines

c.2,600 staff



Powerlink

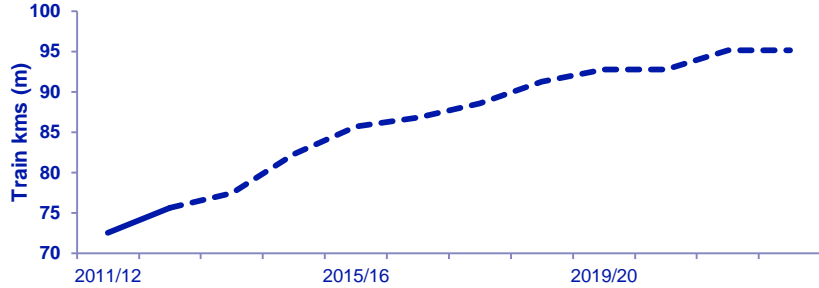
c.300 staff

We are also bringing more work back in-house e.g. Lift & Escalator maintenance/refurbishment and 'Make or Buy' where we deliver rather than going to market

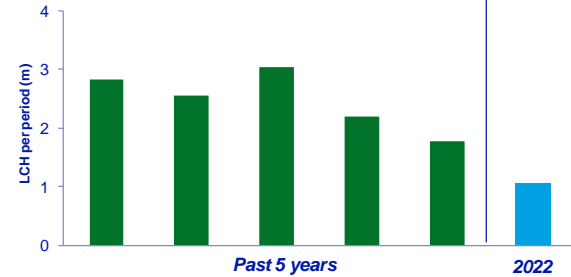
Mike Brown, Fit for London:

“One of the first things that I did when I got here, was to get rid of the PPP finally. I am determined that we can bring more in-house where it makes sense”

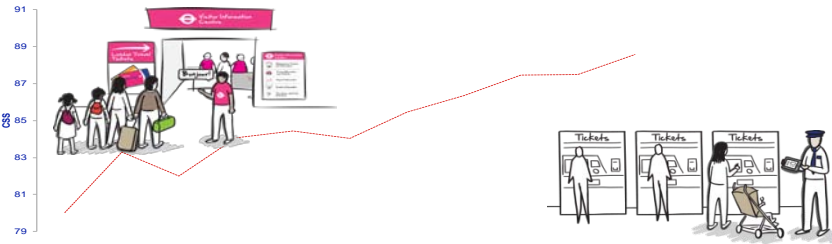
More capacity



More reliability



More personal service



More value for money



Today, we launch our Vision for the future of the Tube with five commitments to Londoners

1 Introduce a new 24 hour Tube service at weekends

2 Further improve the reliability and capacity of our services

3 All Tube stations controlled and staffed while services operating

4 Make journeys easier for our customers – supported by technology

5 Deliver improvements with the best possible value for money



Our Rationale

In response to our vision

We need to:

- Deliver more value for money and reduce costs
- Develop our skills and become more efficient whilst matching our costs with demand across the network
- Continue to be an employer of choice
- Manage impacts of change effectively

Both customers and staff want to change how we run our stations

Our staff

- Every Journey Matters staff engagement programme April to September
- Over 3,000 people either attended workshops or participated in local conversations
 - 72 workshops
 - Attended by almost 700 station staff members
 - C.2,450 people have taken part in local conversations

Our customers

“At my station they always put their card up on the ticket office window, so they try and do everything to avoid eye contact”

“When you get further out and there’s no one there you can feel unsafe ”

“Staff always need to be on hand because they are the eyes and ears of the station”

Our customer research tells us our customers need:

- Safe and reliable journeys
- Reassurance & security
- Assistance
- Information
- Value for money



Fit for the Future – Stations: Our Rationale

Retailers, airlines and banks are utilising people with technology to serve customers in a new way



Booking offices – with us for the last 150 years...



...and now only **3%** of customers start their journey at the ticket office

Challenges

1

Customers can often find staff hard to locate

2

Customers use ticket offices less

3

The cost and location of station staff is not focused where customers maximise the benefit

4

Our staff aren't equipped with the information or technology they need to serve customers well

5

Management accountabilities and leadership



Our Proposals

Challenges and proposed responses

- 1 Customers can often find staff hard to locate
- 2 Customers use ticket offices less
- 3 The cost and location of station staff is not focused where customers maximise the benefit
- 4 Our staff aren't equipped with the information or technology they need to serve customers well
- 5 Management accountabilities and leadership



- 1 Ensure staff are more visible and available for our customers
- 2 Close all ticket offices with staff providing assistance at more and improved ticket machines
- 3 Focus people and skills where they're needed
- 4 Equip our staff with the information and technology they need
- 5 Simplified structures and clearer accountabilities for managing our stations and staff

Our Commitments to you, our people...

1

Every Tube station will be visibly staffed and controlled by our people during operating hours

2

There'll be a job for everyone who wants to continue to be part of our organisation and who's ready to be flexible

3

Any operational changes will be done without compulsory redundancies where we can collaborate to make change happen

4

We'll involve you in any plans to grow, develop and change our services

5

We'll do this fairly and support you through change

Every station staffed – Our people visible, interacting with our customers

TODAY



TOMORROW

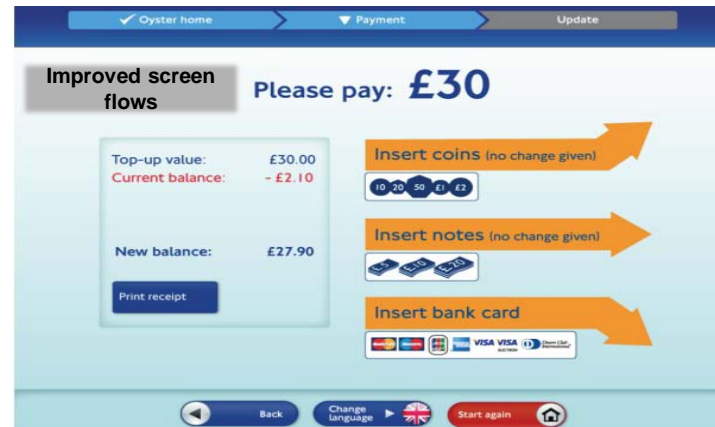


Fit for the Future – Stations: Our Proposals

Every station staff member able to resolve ticketing issues there and then



Supported by more machines and better ticketing technology



Our stations must meet a wide variety of customer and operational needs

- Our customers have multiple needs
- Which vary by individual, location, time, & circumstance

- We are looking to change our operational concept to meet new demands
- Which will vary by location

We propose a simple categorisation to align each station to our customer requirements

Four station types aligned to customer and operational needs



Gateway stations – these stations are the main visitor entry points to London, with a high proportion of people unfamiliar with the Tube network, such as King's Cross St. Pancras, and Heathrow Terminals 1,2,3. At these stations Visitor Information Centres (currently Travel Information Centres) will be in place.



Destination stations – these busy, high profile, stations in central London, have high volumes of customers, and include commuter rail termini and tourist destinations, such as Embankment.



Metro stations – these stations serve predominantly central and inner London, with many regular users and low levels of unfamiliar users, such as Clapham South.



Local Stations – these smaller stations, in outer London or beyond, have lower customer numbers and serve mainly regular customers with low off peak usage, such as Rickmansworth.

- Local A: Some operational risk, lifts and escalators, points, some congestion,
- Local B: Very low operational risk, no lifts and escalators, no points, no congestion issues and open section

Summary of proposed new station roles

Area Manager – Stations

Customer Service Manager 1

Customer Service Manager 2

Customer Service Supervisor

Customer Service Agent 1

Customer Service Agent 2

Frontline customer service staff

- With all ticket offices closed more staff will be available across the ticket hall able to support customers at upgraded ticket machines
- A new role with a greater focus on the customer at busier stations

Customer Service Agent 2

Dedicated to customer service

Customer Service Agent 1

Operationally qualified to level of CSA today

Customer Service Supervisor

Operationally qualified to level of Station Supervisor today

Customer Service Management

- Fully accountable for the daily running of the station including people management and delivering customer service
- Two roles reflect size and complexity of locations
- Mobile management across smaller stations

**Customer Service
Manager 1**

**Customer Service
Manager 2**

Area Management

- Single accountable role
- Overall accountability for safety, people management, customer service and performance
- Highly focused; 1-8 stations
- Across 96 areas
- Admin support would need to adapt to fit this model however no changes to numbers proposed

Area Manager – Stations

Staffing by station type



Local

A

B

Mobile Customer Service Manager 2

Mobile Customer Service Manager 2

Customer Service Supervisor

Customer Service Agent 1



Metro

Customer Service Manager 2

Customer Service Agent 1



Gateway



Destination

Customer Service Manager 1

Customer Service Supervisor (control room)

Customer Service Supervisor (ticket hall)

Customer Service Agent 1

Customer Service Agent 2



Our people

Impacts:

- Some roles discontinue
- New roles, skills and deployment
- Updated and new equipment

Proposals:

- Opportunity for staff in roles that discontinue to apply for Voluntary Severance
- Protection of Earnings
- Suitable Alternative Employment / Used to best advantage
- Vacancy management
- Other opportunities outside stations
- No compulsory redundancies

Support:

- New approach to development
- Fair and objective selection processes
- Selection processes aligned with actual work
- Further coaching to support new roles
- Continuity wherever possible
- Full range of support

Fit for the Future – Stations Key numbers

Staff Positions

Total number of LU station roles under review as part of the proposed changes to the new staffing model = 5,747 positions

- 953 reduction in posts through Fit for the Future - Stations proposal
 - c.200 new posts through Night Tube (subject to consultation)
- = c.750 net reduction in posts

Overall Financial savings

- £50m per annum savings once implemented
- Equivalent to £270m in total savings by 2020/21



Our people

Current Job Title

Group Station Manager	38	→	Role evolves
Duty Station Manager	190	→	Role closed
Station Supervisor 1	585	→	Role closed
Station Supervisor 2	657	→	Role closed
Station Supervisor MF/3	529	→	Role closed
Station Control Room Assistant	245	→	Role closed
Station Assistant Multi-Functional	1205	→	Role closed
Customer Service Assistant	2224	→	Role evolves
Centurion Administrator	74	→	Role evolves

Total Positions: 5747

Proposed Future Job Title

Area Manager – Stations	97
Customer Service Manager 1	336
Customer Service Team Manager 2	635
Customer Service Supervisor	666
Customer Service Agent 1	2500
Customer Service Agent 2	486
Stations Administrator	74

Total Positions: 4794



**Consultation
& Next Steps**

Consultation

- London Underground is committed to meaningful consultation
- There is a lot of information to be shared, so meetings of Councils will be set up to facilitate this:
 - New organisational structure
 - Transition
 - Agreements

Proposed implementation timescales:

- Commence implementation late 2014
- First people won't leave before February 2015 on Voluntary Severance
- Transition complete late 2015



Summary



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