

**Date: 11 April 2014**

**Item 6: Fit for the Future – Stations Update**

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**This paper will be considered in public**

**1 Summary**

1.1 The accompanying presentation provides an overview of the Fit for the Future Stations programme proposals which are part of the future vision for the Tube.

1.2 The presentation covers the following areas:

- (a) high level summary of the proposal;
- (b) employee communications – how we are engaging with our staff on the change;
- (c) consultation with Trade Unions – what we have done to date and where we are now; and
- (d) next steps – turning the vision into reality.

1.3 A paper is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12a of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that information must take place after the press and public have been excluded from this meeting.

**2 Recommendation**

2.1 The Panel is asked to note the paper and presentation and the supplemental information on Part 2 of the agenda.

**List of appendices to this paper:**

Appendix 1: Fit for the Future – Stations Update presentation.

**List of Background Papers:**

None.

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# Rail and Underground Panel

## Fit for the Future – Stations Update

11 April 2014



# Introduction

1

## Vision for the future

The Proposal

2

## Employee Communications

How we've engaged with our staff on the proposals

3

## Consultation with Trades Unions

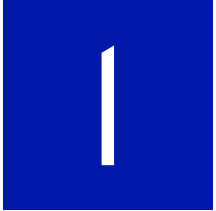
What we've done to date and where we are now

4

## Next steps

Turning the vision into reality



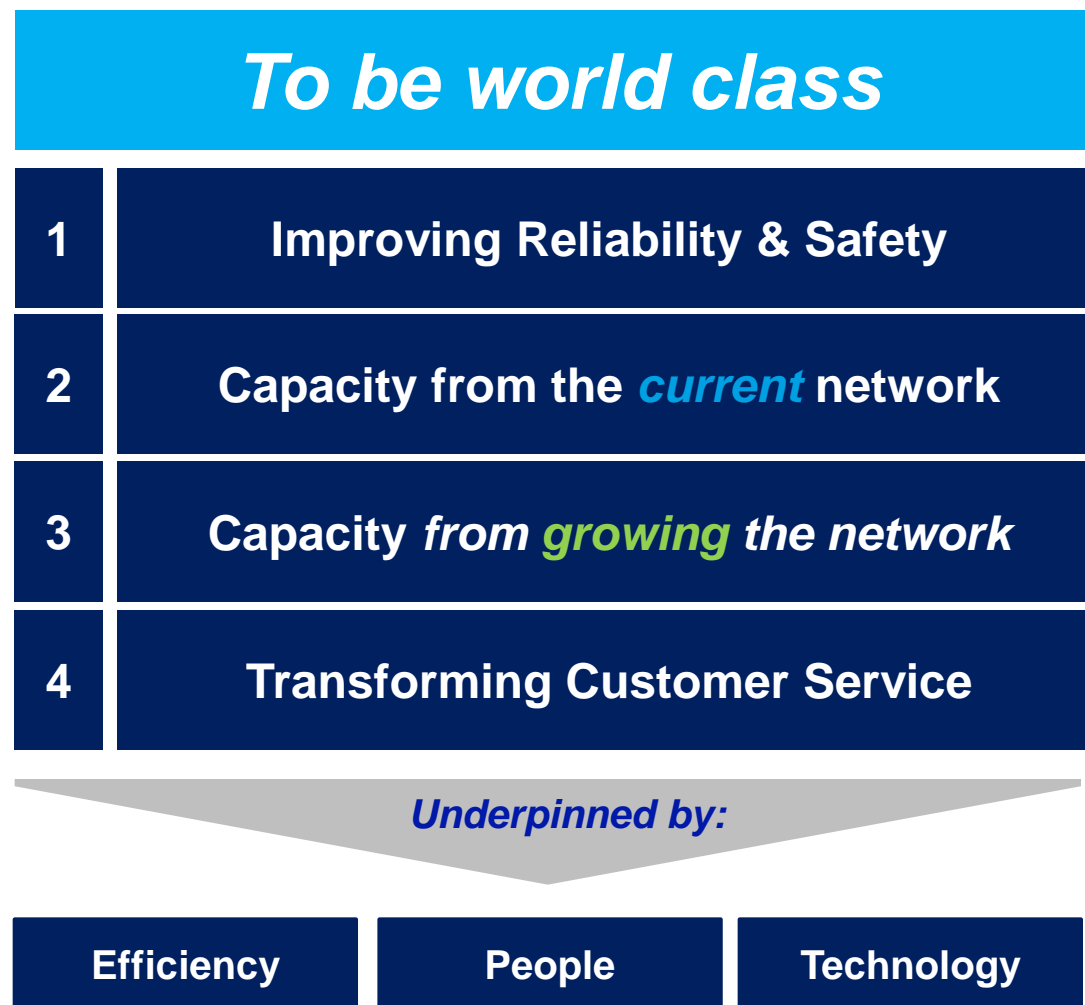


**Vision for the future**

Proposal



# Our priorities



# We launched our vision for the future 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 are 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

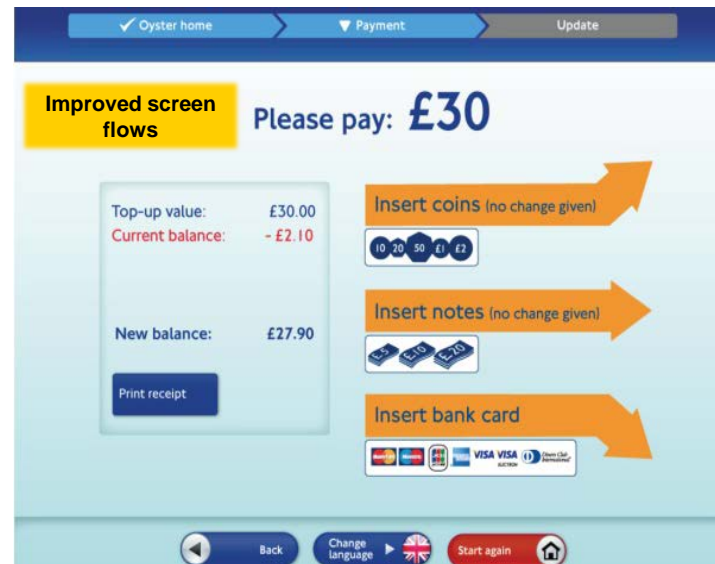
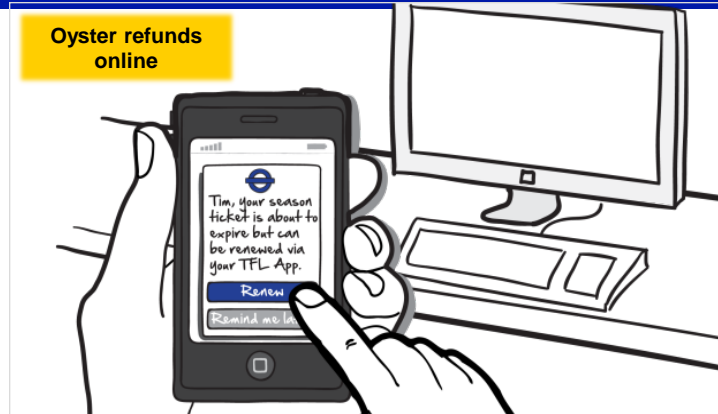


# Fit for the Future – Stations proposals for change

- We are proposing to change our staffing model at stations and enhance customer experience in the future:
  - Tube station staff would not be based in ticket offices, but would be available in ticket halls, at ticket machines, on gatelines and on platforms – **where customers need them.**
  - Stations would remain staffed, managed and looked after at all times while services are operating
  - LU staff are, and will remain, the operational heart of our stations



## A staffing model supported by more and better ticketing technology

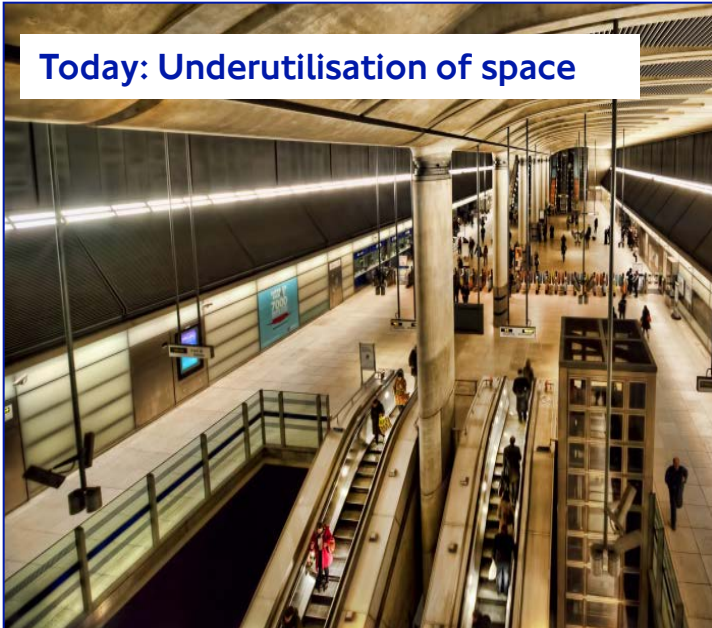




# Commercial Development

## An enhanced retail offer at our stations

Today: Underutilisation of space



Future state: Additional retail



# Commercial Development

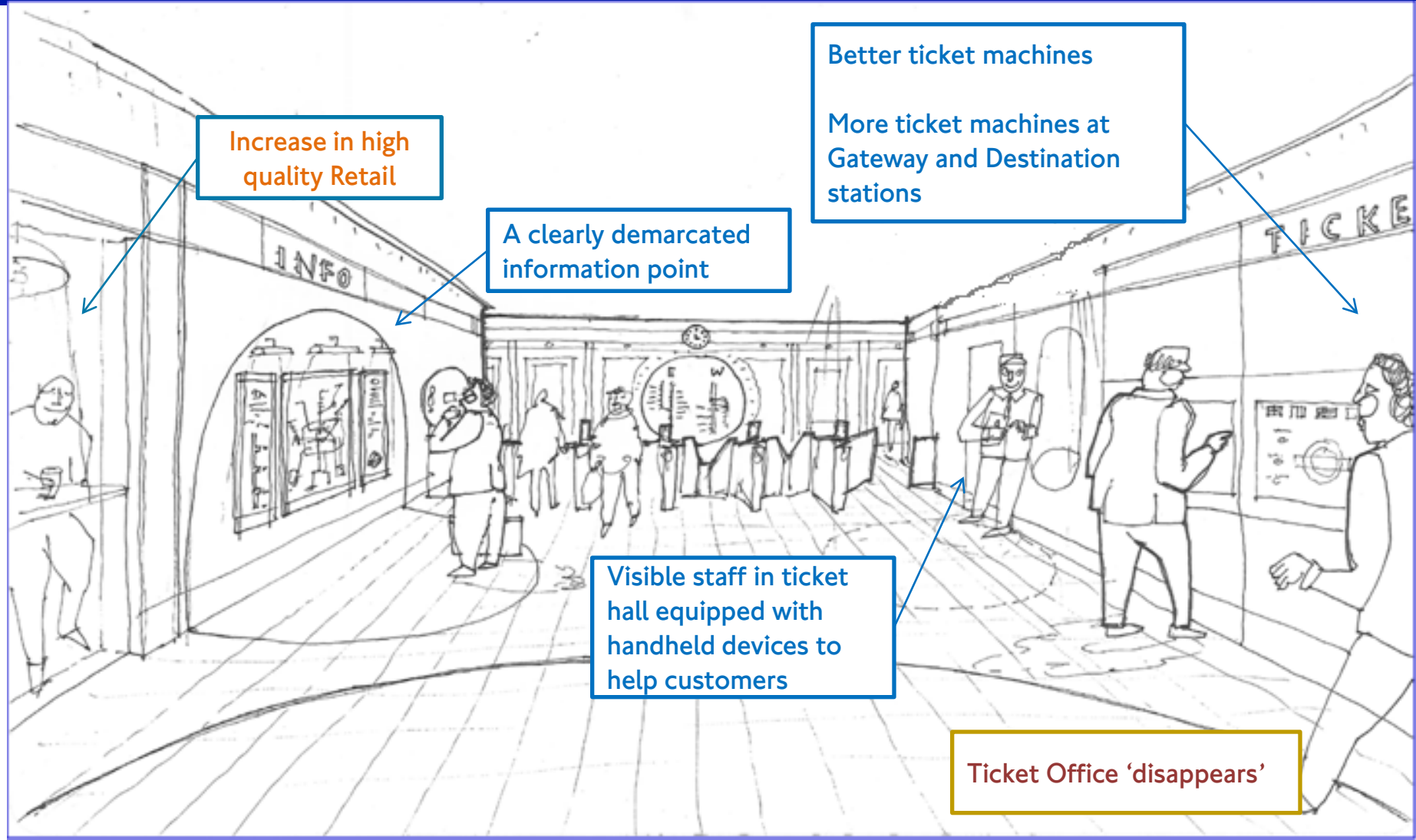
## An enhanced retail offer at our stations

Future state –  
Shepherd's Bush





# What these potential changes across the network could look like



Increase in high quality Retail

A clearly demarcated information point

Better ticket machines  
More ticket machines at Gateway and Destination stations

Visible staff in ticket hall equipped with handheld devices to help customers

Ticket Office 'disappears'



# 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

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

### Overall Financial savings

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



# 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



# Customer feedback

- 1,012 online interviews with Londoners in January 2014 to gather feedback on proposals.

## Key findings include:

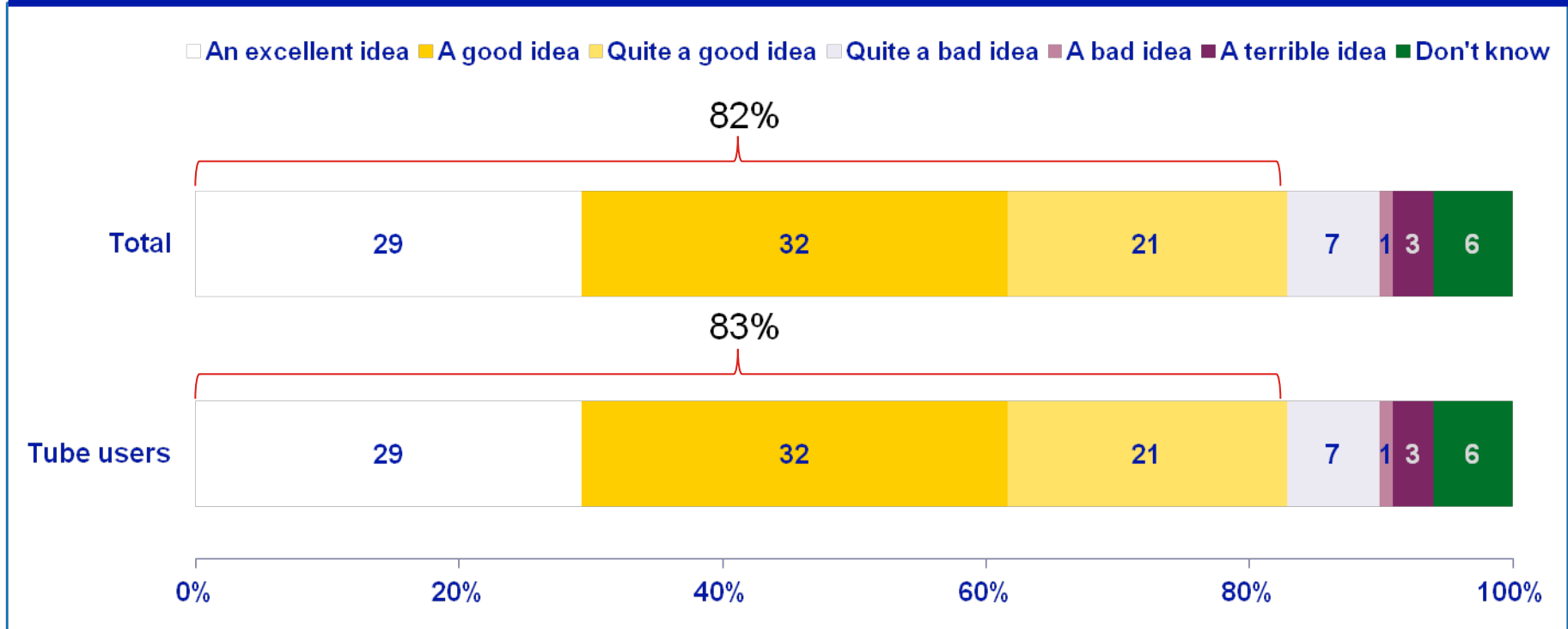
- Strong support for stations to be staffed when operational (79 out of 100 mean rating for importance)
- Londoners still in favour of more staff out on the concourse and 24hr Tube at weekends (both 68 out of 100)
- 82 per cent of Londoners support moves to bring staff out of underused ticket offices to ticket halls, on gate lines and platforms
- 89% think a 24 hour Tube service at weekends is a 'quite good', 'good' or 'excellent' idea



# Customer feedback

Four fifths of Londoners (82%) believe it is a quite good, good or excellent idea to move staff from ticket offices into the station concourse

Move staff from ticket offices to ticket halls and platforms where they can provide the best face-to-face service to customers



# 2

## Employee Communications

How we've engaged with our staff on the proposals





# Five commitments to our staff

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

2. There'll be a job for any member of staff who wants to continue to be part of our organisation and who's ready to be flexible

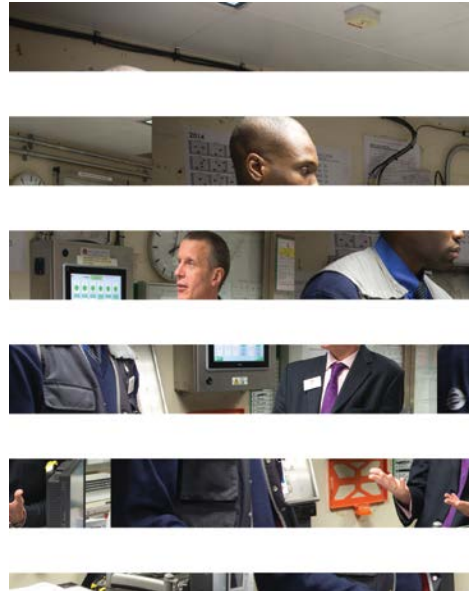
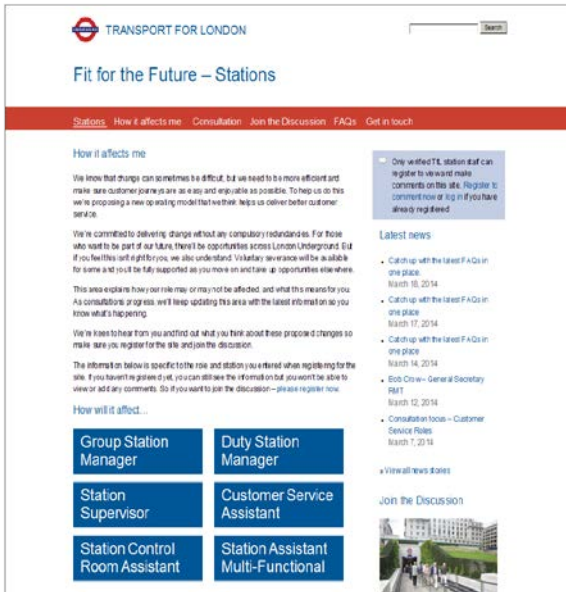
3. Any operational changes will be done without compulsory redundancies where we can collaborate to make change happen

4. We'll involve our people in any plans to grow, develop and change our services

5. We'll do this fairly and support people through change



# Communicating through change



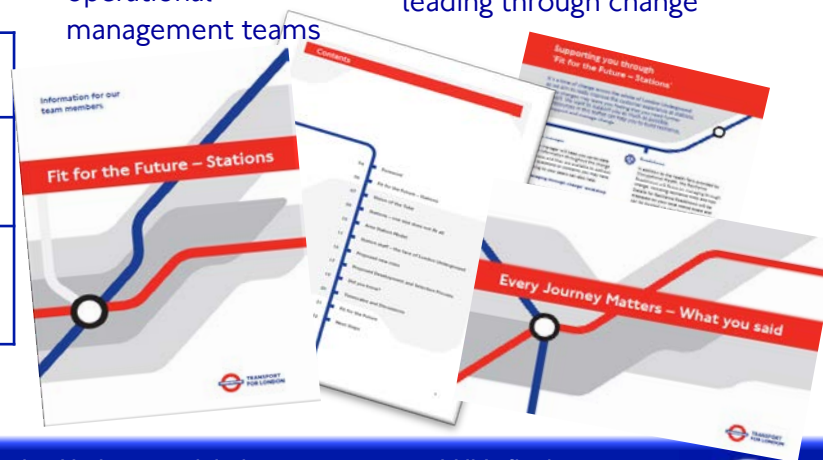
We're doing change differently and involving our people every step of the way...

- Employee information pack posted to people's homes
- Manager information packs
- Intranet and extranet
- Social media tools
- Change conference calls for directors and operational management teams
- Roadshows
- Face to face briefings for managers and frontline staff
- FAQs – real-time updates on the website
- Online Manager Forum with detailed information on the proposals & help on leading through change

## Our website, a two-way channel

Number of unique visitors	16,500
Number of people registered for the online forum	1000

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



This document reflects ongoing work and discussions within LUL on options for the future of London Underground. It does not represent LUL's final position on the contents, which are subject to ongoing consultation with our trades unions



# 3

## Consultation with Trades Unions

What we've done to date and where we are now



# Consultation with Trades Unions – progress to date

- Full details of case for change and proposals shared with Trades Unions late 2013.
- Trades Unions opposed changes in principle and declined to discuss the proposal, leading to 48 hours of Industrial Action in early February.
- It is regrettable that customers suffered disruption due to unnecessary strike action despite our desire to progress with the detailed discussions.
- RMT and TSSA called strikes despite a low turnout in both ballots:
  - The ballot called by the RMT leadership saw just 30 per cent of RMT members balloted voting in favour of strike action
  - Similarly, just 29 per cent – of TSSA members balloted voted for strike action
- Following discussions at ACAS second 48 hour strike called off and at time of writing talks on the proposal are progressing with a return to ACAS planned for 11<sup>th</sup> April



# Industrial Action

- Despite the industrial action up to 75 per cent of Tube stations remained open, with around 35 to 40 per cent of Tube services operating
  - There was a good service on the Northern Line. All other lines ran at least a partial service apart from the Waterloo & City and Circle lines.
- Up to 45 per cent of regular Tube users still made their journeys on the Underground
- More than 90 per cent of regular Oyster customers travelled in London during the strike
- Enhanced bus services with 200 extra buses on key routes
- 50 per cent increase in Barclay Cycle Hire journeys
- Around 1,000 licensed and trained TfL Ambassadors worked more than 2,000 shifts at bus, Tube and rail stations to keep stations open and provide customers with information they needed to help plan their journeys



# We are now in talks with TU's until 11 April

- Further strike action was averted after we agreed with the trades unions to extend the consultation to April 2014 - something we would have agreed to at any time.
- The outcome of the talks at ACAS included the following commitments:
  - That the unions suspended the planned strike action;
  - Two months of intensive talks, to examine LU's proposals in detail, during which time there will be no further industrial action; and,
  - As was always intended as part of the formal consultation, a review, station by station, of LU's proposals which could result in some ticket offices remaining open. We have always been prepared to listen to constructive proposals.



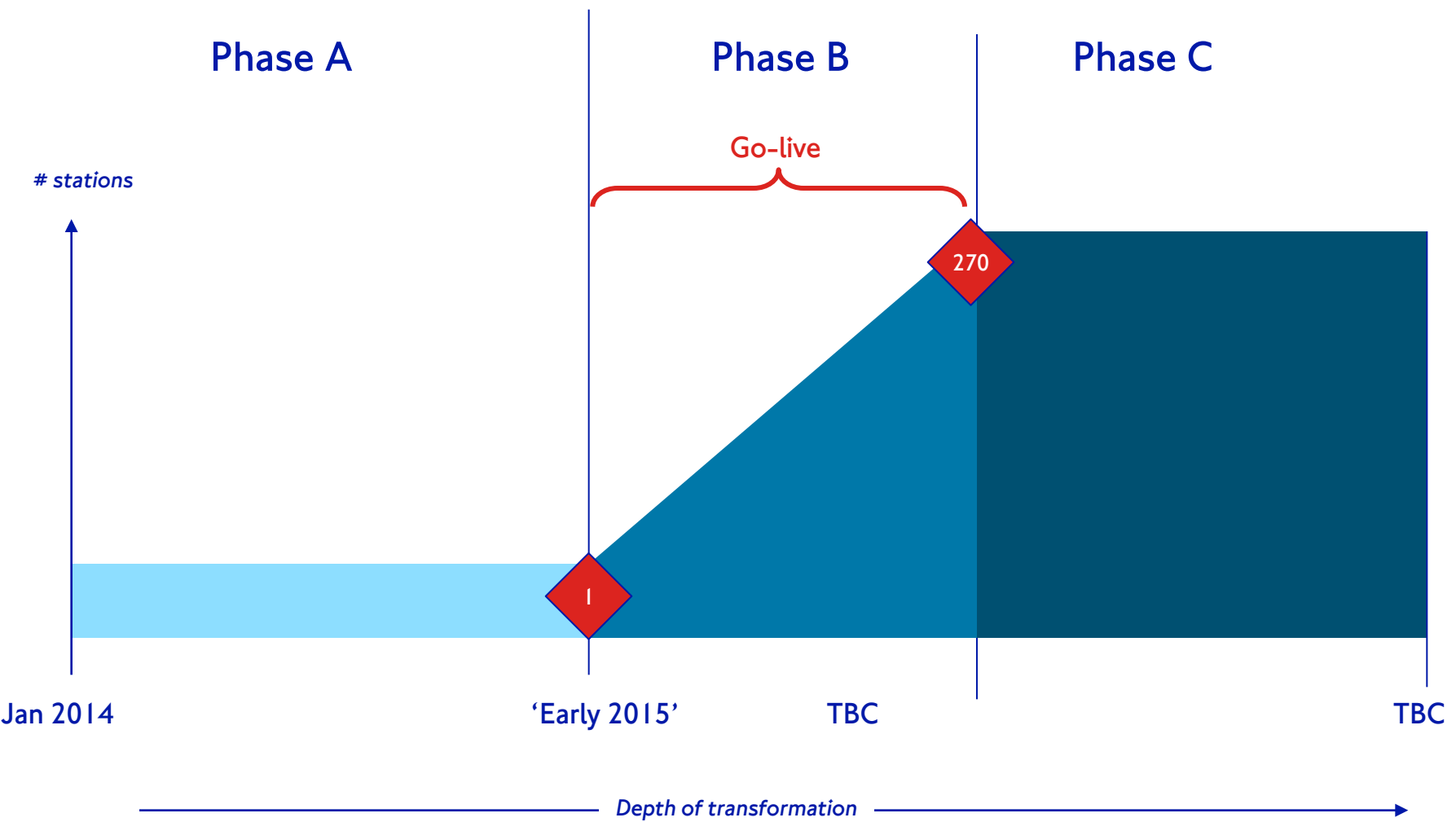


## Next steps

Turning the vision into reality



# What delivery means





Find out more at -  
[Tfl.gov.uk/futuretube](https://tfl.gov.uk/futuretube)

