

Date: 13 November 2014

Item 7: Stations Strategy

This paper will be considered in public

1 Summary

- 1.1 The accompanying presentation, attached as Appendix 1, provides an update on the Stations Strategy programme.
- 1.2 The presentation covers the following areas:
 - (a) the stations strategy detailing the integrated approach to stations, customer needs, the existing stations programmes and the principles of the Station Design Idiom; and
 - (b) the Stations Stabilisation programme and the Integrated Stations programme.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and presentation.**

List of Background Papers:

None

List of appendices to this report:

Appendix 1: Stations Strategy Presentation

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Rail & Underground Panel

Station Strategy and Sponsorship Update

13 November



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Station Strategy



An Integrated Approach to Stations

- We have a series of station programmes:
 - Fit for the Future Stations: Built Environment
 - Station Stabilisation Programme
 - Lifts & Escalators
 - Capacity Upgrades
 - Step Free Access
 - Expanding our Network, e.g. Crossrail
 - Commercial Development
- We plan to bring these programmes together for the benefit of our customers and the business, and to realise this **once in a generation opportunity to bring coherence to the network**
- By integrating our programmes of works we can deliver more efficiently in terms of cost and programme, this allows us to minimise customer disruption and re-invest in priority customer facing finishes.



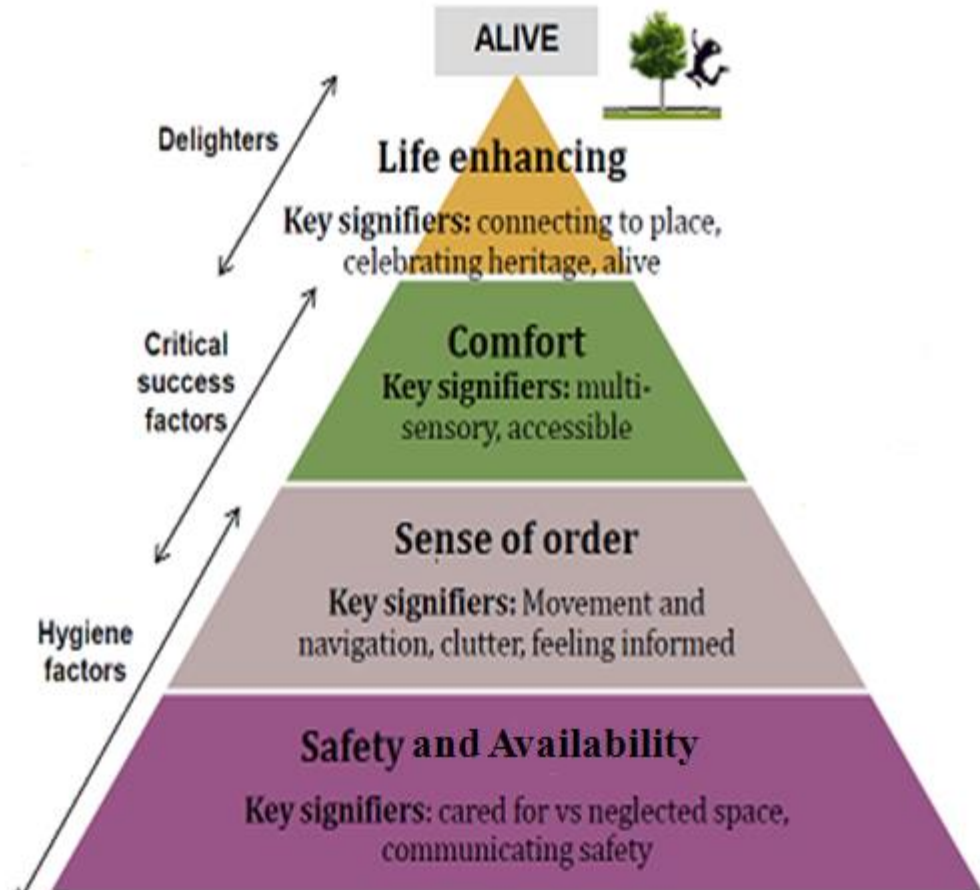
Station Strategy

- Stations play a critical, varied and multifaceted role on our network. As Rail & Underground seeks to become world-class, we will ask even more of our station environments:
 - Safe, secure and operationally robust
 - Maintained in a good condition
 - High performing assets with optimal Whole Life Cost
 - Sustainable and energy efficient
 - Every station visibly staffed, and supportive of our customer needs
 - Network expansion to meet London's needs
 - Accessible
 - A balanced approach to commercial opportunities to satisfy our customer needs
 - Individual, while also possessing a network identity
 - Connected to their community

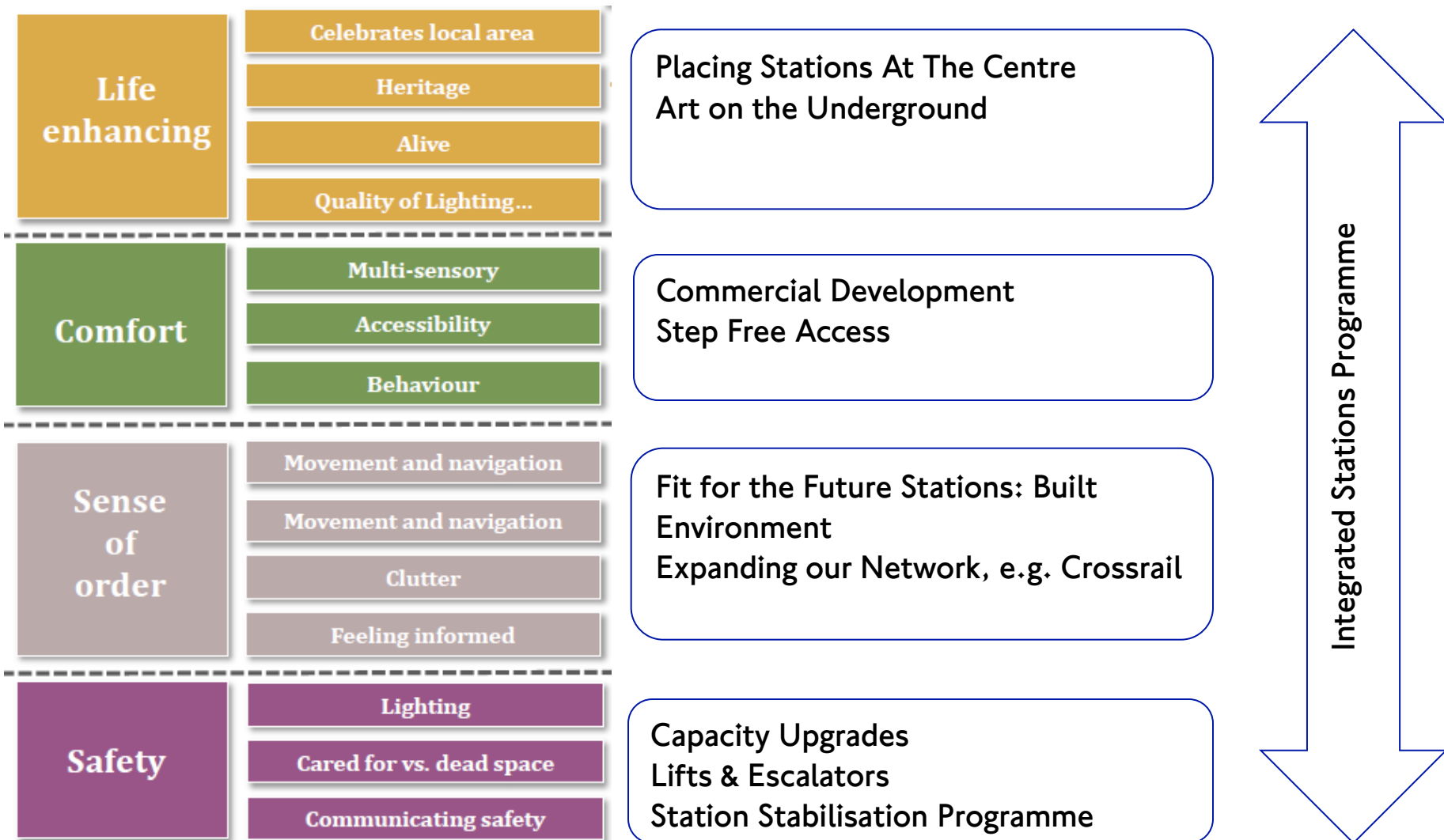


Hierarchy of Customer Needs

- Customer expectations are rapidly growing – they expect the same standard of service from us as they do from other service providers (e.g. John Lewis)
- Recent research tells us that **there is a statistically significant relationship between high performing built environments and key drivers of CSS and Reputation (LU Cares About Its Customers)**
- Currently inconsistencies in the quality of the built environment undermine pockets of brilliance



Existing Station Programmes



Key Station Principles

- Building on a foundation of Safety and Availability, we have key station principles
- The Station Design Idiom – a practical guide for external architects and developers, sponsors / Project Managers, and our frontline staff
- To ensure a consistent approach, all station interventions will be based on the Idiom principles, to the right
- Final document will be ready to launch as part of 2015/16 ‘Transported by Design’. A full briefing will come to the Panel in early 2015



2

Station Stabilisation Programme to Integrated Stations Programme



Station Stabilisation Programme (SSP)

- Despite some successful interventions during the PPP, a proportion of our stations haven't been upgraded for decades
- The key objective being to replace life expired assets to ensure that stations remain safe, legally compliant and operable
- Scope has been concentrated on operationally critical systems assets such as Fire Systems, CCTV, Lighting, etc
- There has been a limited concentration on improving station ambience
- The programme objective was to address 69 stations between 2013 and 2019



Other funded Station Projects / Programmes

- **Fit for the Future Stations: Built Environment:** In 2015 all ticket offices will close and in 2016 our station operating model will change, this project will make the physical ticket hall changes needed to enable this change programme
- **Lifts & Escalators (L&E):** This programme ensures that our L&E Assets remain safe & reliable through cost effective planned maintenance and replacement
- **Capacity Upgrades:** We invest in capacity expansion at stations with station closures because of overcrowding. Priority stations are linked to Line Upgrades
- **Step Free Access:** We are committed to operating a fully accessible network. Our priorities are step-free accessibility 'blackspots' on the network. At least 27 further existing stations on the network will be step-free by 2023/24
- **Expanding our Network:** West Anglia Devolution; Crossrail; Croxley; Northern Line Extension
- **Commercial Development:** Our strategy is to deliver balanced commercial opportunities that satisfy customer needs. This includes: Over site development; enhanced retail and automated products and services



Integrated Station Programme (ISP)

- The objective of the Integrated Stations Programme is to bring together all of the built environment works into one holistic synergised scope
- The programme will address a larger proportion of the stations on the network than that proposed under the Station Stabilisation Programme (SSP)
- Key priorities are to deliver targeted higher quality design at our priority stations at the right price, whilst retaining operational integrity and reliability
- This larger scope will be delivered progressively across the estate albeit over a longer period than that of SSP
- Reliability will be protected as an operational resilience package of works will support the stations that have longer to wait for an upgrade



Approach to Prioritising Stations

- The delivery schedule has been prioritised according to the following criteria:
 - **Current condition of assets** – based on Esteem and site surveys
 - **Mystery Shopper rankings** – based on improving location scores earlier in the works
 - **Station types** – based on Fit for the Future Stations (FftFS) categories and current programme
 - **Synergies with key programmes** such as Crossrail, Commercial Development and Lift & Escalator
 - **SSP project stage** – projects in delivery have been given priority
 - **Political factors & Stakeholder interest** – drawn from Communications and local knowledge
- Based on these criteria, each station has been given a priority ranking for premises:

Station Premises Ranking	Number of Stations
High Priority	27
Medium Priority	18
Station Stabilisation (Low)	22

Funding Station Premises and Lighting

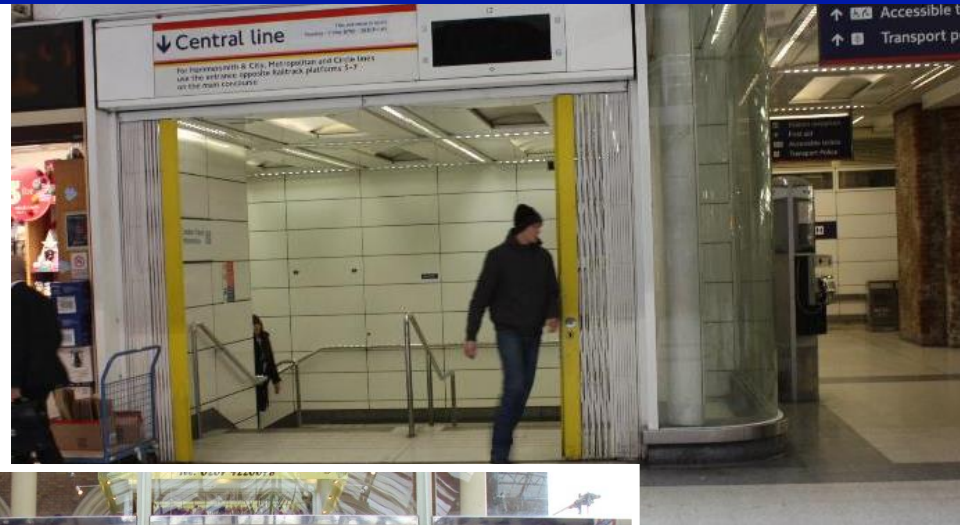
- High priority stations will have targeted interventions to premises & lighting assets, these targeted areas will exceed “fair for 10’ scope
- Medium priority stations will also have targeted interventions but these will be on a smaller scale than high priority stations
- Stations with a low premises priority will only stabilise premise assets, therefore delivering less than a ‘fair for 10’ scope (e.g.: patch repairs)
- Stations will be delivered in three Tranches, which have been aligned to funding available through the latest Business Planning round



Ensuring Value for Money (VfM) – Liverpool Street

- Each customer facing area will be reviewed at each location, with key assets being categorised as requiring customer improvement works, “Fair for 10” or do nothing
- New finishes and lighting will be applied to varying degrees, depending on VfM
- Liverpool Street is a good example (visual in following slide), as:
 - Ticket Hall A (Metropolitan Line) requires a complete overhaul, as its Mystery Shopper Survey (MSS) scores are low and it has poor asset condition scores
 - Ticket Hall B (Main Network Rail interchange) requires less intervention, as the wall tiles are “Fair for 10”, but the lighting needs improving and the flooring needs to be consistent with Crossrail
 - Ticket Hall C (Central Line) is in a good asset condition and only requires a deep clean and some decluttering
- A consistent approach doesn’t mean doing the same thing at each station / within each station environment. The first 5 station designs following these principles will be ratified by the Design Governance Board

Liverpool Street Visuals

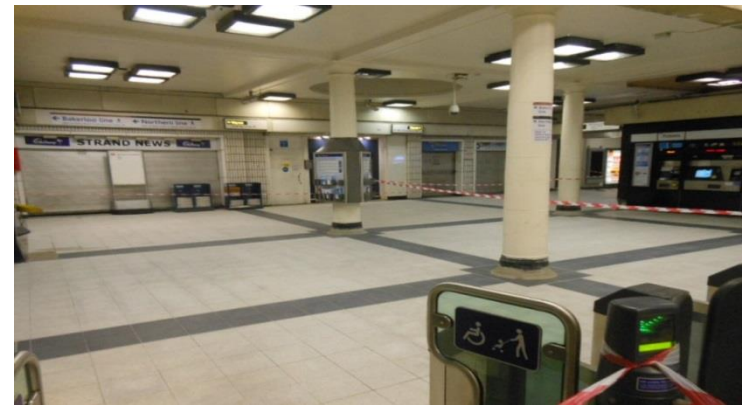


↑
Ticket Hall A (Metropolitan)

→
Ticket Hall B (Main interchange with Network Rail)

↑
Ticket Hall C (Central Line)

Case Study: Embankment



This document reflects ongoing work and discussions within LUL on options for the future of London position on the contents, which are subject to ongoing consultation with our trades unions

A Coordinated Approach

- The first step is to build on the Station Stabilisation Programme (SSP) foundation of safety and reliability. This incorporates the base SSP scope; Commercial development requirements, Customer Requirements; Fit for the Future Station requirements and is guided by the key station principles.
- In parallel the Station Strategy will be developed into single station plans
- This approach will be expanded over the entire network, to ensure work is combined and phased in a way that minimises customer disruption (ultimate aspiration)
- Both Capital and Maintenance investment will be tailored to support this approach



A Coordinated Approach

Requirements

- Operational
- Customer
- Asset
- Design
- Commercial
- Accessibility

Station Strategy

Single Station Plans

Integrated Workbank

Strategy

Delivery & Sponsorship

OPEX

CAPEX

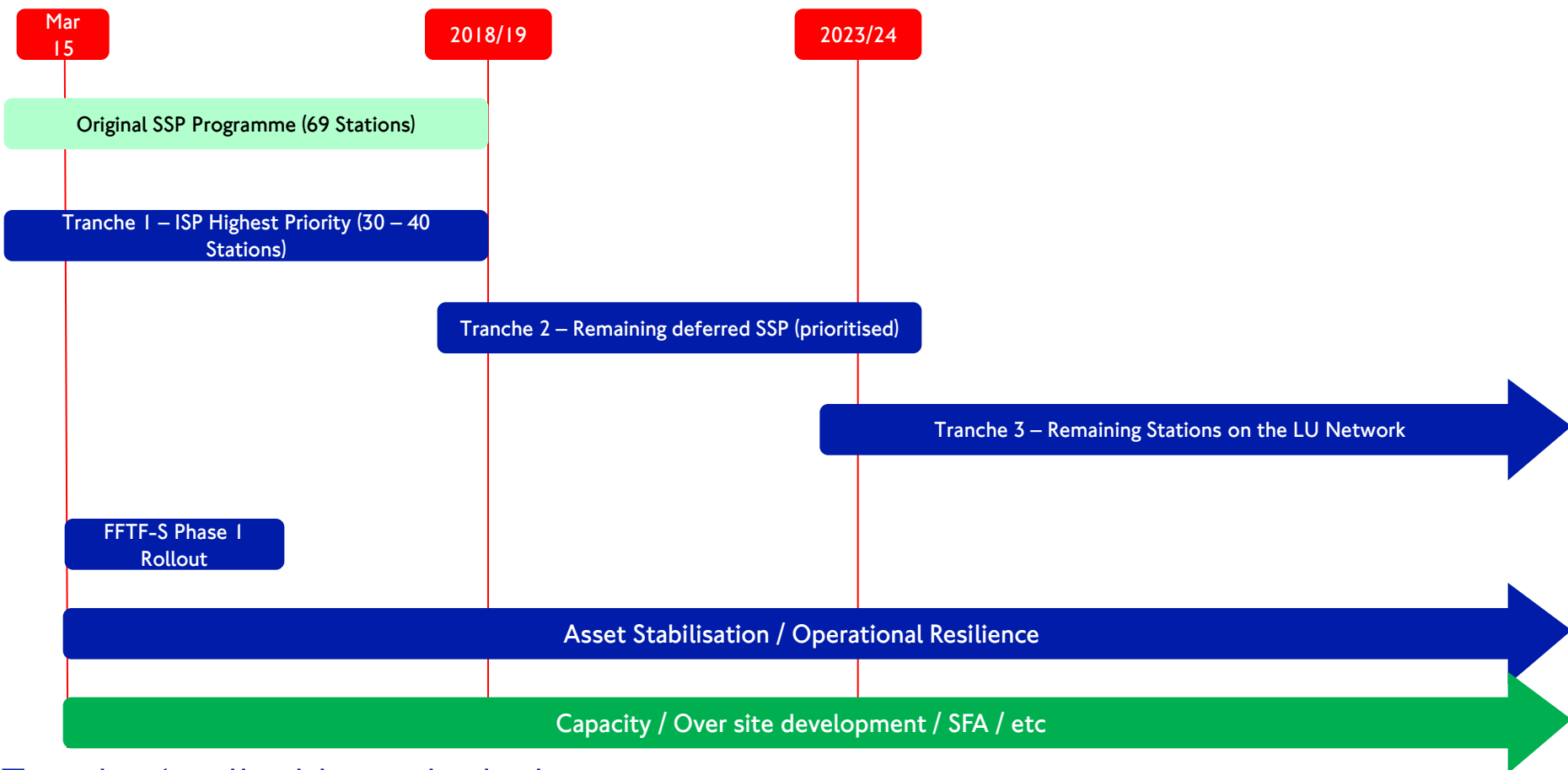
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ISP Programme



Tranche 1 will address the high priority sites

Tranche 2 will address the deferred SSP stations

Tranche 3 will targeted remaining stations in an integrated and prioritised order

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

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



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