

Information for our
team members

Fit for the Future – Stations



**TRANSPORT
FOR LONDON**



04	■	Foreword
06	■	Fit for the Future – Stations
07	■	Vision of the Tube
09	■	Stations – one size does not fit all
10	■	Area Station Model
11	■	Station staff – the face of London Underground
16	■	Proposed new roles
17	■	Proposed Development and Selection Process
19	■	Did you know?
20	■	Timescales and Discussions
21	■	Fit for the Future
22	■	Next Steps

Dear Colleague,

Together, we started talking about our future vision at the Fit for London events in Stratford before the Olympic and Paralympic Games. We've listened very carefully to you, our frontline teams. We have a clear aim for our organisation: a service that Londoners, businesses and visitors can be sure of and one that has people at its heart.

Today we carry more customers more safely and more reliably than ever before. We've always risen to our challenges. But the fact is this: we're expensive and we don't offer as much visible customer support in our Underground stations as we need to.

Not all of our money is being spent where it delivers real value. The government has told us that we need to make a bigger contribution to the investment needed to continue to improve our network, with new trains, more frequent services and better stations.

And so, we're proposing to make some fundamental changes in line with our vision for the Tube.

Our purpose as an organisation is to keep London working, growing, and to make life in London better. Our customers' expectations are rising, and we must evolve to reflect them.

Our customers want, and demand, hassle-free journeys. Increasingly, businesses today are using technology to support their people, in the delivery of excellent customer service. For us, this means giving our customers control over their journeys, but with excellent assistance, from people who are knowledgeable, visible and accessible. This support is absolutely essential for tourists, infrequent users and those requiring additional assistance. Technology has progressed faster and better than we ever thought it could. We must take advantage of what technology offers across our stations, and our business.

And so, rather than being remote from customers behind closed doors or glass windows, we are proposing that our people will not be based in ticket offices, but in ticket halls, on gatelines and platforms, ready and available to provide the best customer service for customers.

At the same time, every Tube station continues to be staffed, with LU employees, when our train service is running. For those current staff who want to be part of the future Tube and are prepared to be flexible, there will continue to be job opportunities across London Underground.

We are an iconic organisation, full of talented and passionate individuals who really care about the jobs that they do every day. That's the way we are now; that's the way we'll continue to be. We're asking you to please come with us, and bring all of your unique skills and abilities that, collectively, make this

organisation great. You'll be kept up to date with change proposals as they evolve.

We'll be listening to you and talking to you throughout this process. And we'll be having meaningful consultation with trades unions over our proposals.

You'll have the chance to talk things through with your manager and your colleagues. You'll have many opportunities to feed back – both in person and online. Any change that we go through will be done openly and fairly. We are committed to treating every individual with dignity and respect throughout the change process.

Whatever the conclusions of our consultation, we'll do exactly what we have always said that we would do:

- Every Tube station will be visibly staffed and controlled by our people during operating hours
- There'll be a job for everyone who wants to continue to be part of our organisation and who's ready to be flexible
- Any operational changes will be done without compulsory redundancies where we can collaborate to make change happen
- We'll involve you in any plans to grow, develop and change our services
- We'll do this fairly and support you through change

There will be some team members who feel this change may not be for them, or are at a stage in their career or life where they want to do something different – they may be able to make an enquiry regarding voluntary severance. (See pages 15 and 16 for more information.)

We recognise that this is a time of some uncertainty and we would ask that you please remain patient and open-minded. There will be many discussions to be had as proposals and plans evolve, until we settle on the best possible outcome for our staff and customers.

Together, with you, we'll continue to build a world-class Tube service for a world-class city.

Mike Brown,
Managing Director, London Underground

Phil Hufton,
Chief Operating Officer, London Underground

Everything contained in this information pack, is a **proposal only**. It's through engaging with you and consulting with trades unions that we will arrive at a result.

Change can be uncomfortable, and new ideas take time to get used to. Take the time that you need to understand our proposals. Consider them, reflect upon them and think about what is right for you.

Our commitments to you and our customers...

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 people through change

Our customer commitments:

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

At London Underground, we have a tradition of progress that we're proud of. We have been celebrating 150 years of the Tube, and reflecting on the many amazing changes which it has seen. So what's our vision going forward?

We'll continue to modernise with new trains, better stations and more capacity. We'll achieve even better reliability than we do today. And, from 2015, we are proposing to start to run services through the night at weekends, on core parts of the network. This reflects the nature of our city and will support London's vibrant night time economy.

For stations, what changes are we proposing?

• The way we classify our stations

We're proposing to reflect the different needs that we see from customers in different stations. Based on those needs, our station teams and roles would be structured differently to better serve our customers

• The way we staff our stations

We're proposing to bring our people out from behind a desk or ticket office window and get them closer to customers, making it easier for staff to provide expert help and great service

• The way we serve our customers

Modernise the way we provide services and support to customers and fully exploit technology

Key outcomes of our proposals would be:

- Supporting customers with all their ticketing and travel needs, in the way that they need it – with personal service, face-to-face
- Closing ticket offices and making 30 per cent of station staff more visible in busy ticket halls, at Gateway and Destination stations to provide customer support where customers need it, not just on the gatelines
- Helping to improve reliability and capacity by assisting customers as they get on and off trains at platform level, and moving through our stations
- Installing an additional 120 ticket machines
- Focusing on customer service, at all levels, and introducing a new leadership and management structure
- Flattening our hierarchy so that managers are closer to customers and are providing clear leadership for their teams
- Staff will be equipped with the latest mobile technology, such as tablet computers, enabling them to deliver better customer service and monitor and manage stations on the move
- Maintaining numbers of staff on platforms

Stations – one size does not fit all

As frontline team members, you'll know, better than anyone, that crowds of visitors arriving at King's Cross St. Pancras need very different support than regular commuters passing in and out of inner and outer London stations.

Equally, the operational requirements of complex stations like Bank/Monument – with lots of platforms, escalators and lifts – need a different response than a more straightforward station, operationally, such as Barkingside.

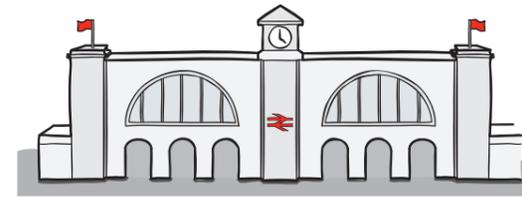
We want to provide consistently good service across the network. By understanding and reflecting the different requirements of our customers at different types of stations, we'll be able to better meet their needs and provide a more consistent service.

Our proposed operating model recognises differences in customer needs and station types. So we're proposing categorising our stations in four ways.

(You can find a full list of our stations and their proposed categories in this pack.)

Our stations are not all the same.

Gateway



These stations are the main visitor entry points to London, with a high proportion of people who are unfamiliar with the Tube network. At these stations, staffed Visitor Information Centres would be in place. An example of a gateway station would be King's Cross St. Pancras or Heathrow 1,2,3.

Destination



These busy stations in central London, have high volumes of customers, and include some commuter rail termini and tourist destinations. An example of a destination station would be Embankment.

Local



These smaller stations, in outer London or beyond, have lower customer numbers and serve mainly regular customers, familiar with the Tube network. An example of a local station would be Rickmansworth.

Metro



These stations serve predominantly inner London communities with many regular users. An example of a metro station would be Clapham South.

Area Station Model

We believe that we need a station leadership structure that supports our new station model. For that reason, we want to reduce the tiers of management so we become less hierarchical.

We propose that there will be one accountable manager for each area, and we will remove duplication and overlaps between today's supervisors, duty and group station managers.

This would bring management closer to their teams. There would be fewer layers of management, with management team members more mobile and accessible, and more focused on supporting their local leaders and teams. There will be a range of development activities supporting this, as well as an ongoing coaching programme that will support embedding the right behaviours.

We propose to increase the number of station areas across the network from 37 to 96. This would enable local teams to strengthen communication and team working with visible leadership and support.

Information on proposed station areas can be found on the Fit for the Future intranet site. <http://luintranet.tfl/news/13515.html>

Station staff – the face of London Underground

The proposed new station model would require us all to do things differently and is designed to deliver better customer service and greater value for money.

Worldwide, businesses and governments today operate in the shadow of unprecedented, global economic pressures. Unlike most organisations, we can say that there will be jobs for everyone who wants to stay and is willing to be flexible and embrace change. As a business, that's a big commitment.

There will continue to be opportunities for progress and promotion for those who show commitment and deliver.

Although we are putting more people in ticket halls, essentially bringing them out from both supervisor and ticket offices, there is the opportunity to make efficiencies. As part of the Fit for the Future – Stations we expect the total reduction to be around 950 station roles. However, with the proposed introduction of 24-hour Tube, a number of additional roles will be required, bringing the total reduction down to around 750 roles. We expected to achieve this with no compulsory redundancies through appropriate vacancy management and voluntary severance. We do expect to, for a time, freeze the transfer and promotion system. But, with continued improvements to the Tube, there will continue to be opportunities for station staff.

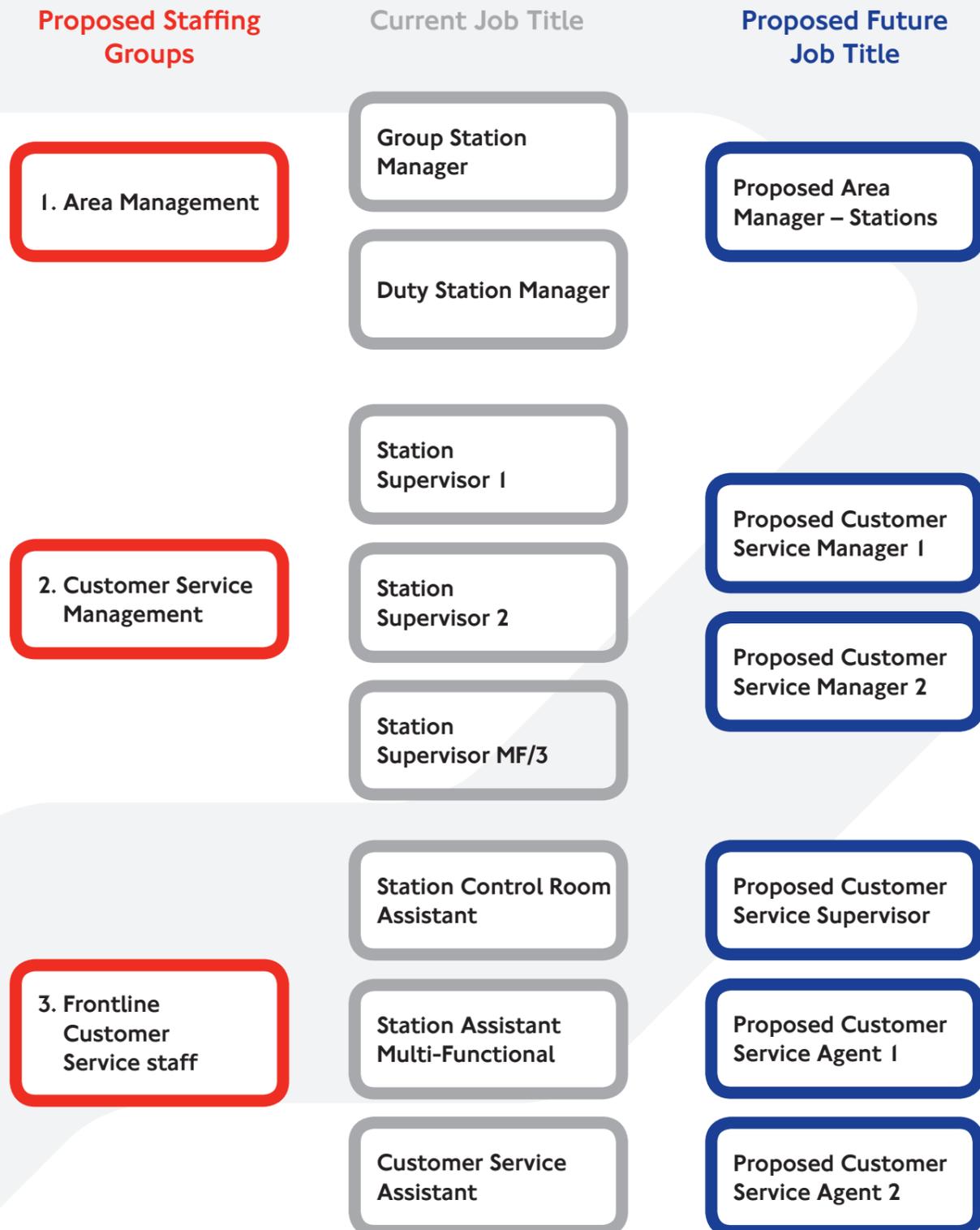
We will meaningfully consult with trades unions. We will be sharing all the necessary details of our proposals with the trades unions to ensure we have a genuine and meaningful collective discussion. And we'll update everyone on how things are going – to make sure you are kept informed.

We will continue to offer a good salary, pension and other benefits including travel discounts. Our Protection of Earnings policy remains in place and will continue to apply. You can access the Protection of Earnings policy on the Fit for the Future intranet site: <http://luintranet.tfl/news/13515.html>

For some team members who feel this change isn't for them, voluntary severance terms can be discussed.

Proposed new roles

The proposed structure will mean more staff will be more visible to our customers.



Proposed Area Manager – Stations

- Accountable for customer service provision, people management and local engagement across their area (between 1 and 8 stations)
- Remains the accountable person, with overall responsibility for asset management and security compliance
- Employing manager for stations staff, with direct responsibility for people management of Customer Service Managers

Proposed Customer Service Manager

- The single point of accountability for the day-to-day running of a station or a small number of local stations, directly accessible to all members of their station teams and working alongside them to deliver world-class customer service
- Accountable for supporting, developing and managing frontline customer service staff, including P&Ds (Performance & Development), CMS (Competence Management System), return to work interviews and absence and lateness management
- Responsible for incident response (until a Duty Reliability Manager or Network Incident Response Manager arrives where appropriate)
- This role will be slightly different at the various station types

Proposed Customer Service Supervisor

- In Gateway and Destination stations this team member will have delegated responsibility for an area of the station such as the ticket hall or control room, supporting station staff to deliver world-class customer service
- Run Local stations that have an operational requirement
- Qualified to cover the Customer Service Manager role, as required

Proposed Customer Service Agent

- A highly-visible presence responsible for delivering customer service
- Providing ticketing advice and ticket machine assistance in ticket halls
- Proactive platform management, congestion control and SATS (Stations Assistant Trains Service)
- We also propose to introduce a new Customer Service Agent role dedicated solely to customer service at Gateway and Destination stations

What principles are the staffing proposals based on?

- Give our frontline station staff greater control to deliver world-class customer service
- Encourage every individual working in stations to help solve customer problems
- Improve processes and equipment to make work easier and free up time to spend on customers – not paperwork

What does it mean, in practice, if these proposals go ahead?

Subject to consultation with the trades unions, this is what the proposals mean for different roles.

I currently work as a Group Station Manager:

Your job type does continue in the new organisation and you will not be eligible to apply for Voluntary Severance. This means you will continue to have a job in the organisation. You would automatically be placed in the Area Manager – Stations role as quickly as possible after consultation is complete. You'll change the way you carry out your role. Importantly, you'll be closer to your teams. You'll be more mobile and accessible, and more focused on supporting local leaders. You'll be more accountable for ensuring excellent customer experiences and overall performance in your business area.

I currently work as a Duty Station Manager:

Although your current job type does not continue in the organisation and you are eligible to apply for Voluntary Severance, you will continue to have a job in the organisation, if you want it and are ready to embrace change. You may have the opportunity to increase your level of responsibility. You'll be more accountable for ensuring excellent customer experiences and overall performance in your business area.

I currently work as a Station Supervisor:

Although your current job type does not continue in the organisation and you are eligible to apply for Voluntary Severance, you will continue to have a job in the organisation, if you want it and are ready to embrace change. You may be the one accountable person running a station, and supported by an Area Manager – Stations, with the authority to effectively manage customer service. Duplication and inefficiencies will be removed. You won't spend time based in an office; you'll be out supporting your team.

I currently work as a Station Control Room Assistant:

Although your current job type does not continue in the new organisation and you are eligible to apply for Voluntary Severance, you will continue to have a job in the organisation, if you want it and are ready to embrace change. You will need to work differently, but you will get training and equipment in order to deliver great customer service. You'll be more visible in the station environment.

I currently work as a Station Assistant Multi-functional:

Although your current job type does not continue in the organisation and you are eligible to apply for Voluntary Severance, you will continue to have a job in the organisation, if you want it and are ready to embrace change. You know the most about ticketing and you'll share that knowledge with the rest of the team, as you perform your role in a new way. You will have to work differently, and you will be more visible in the station environment.

I currently work as Customer Service Assistant:

Your current job type continues in the new organisation and you will not be eligible to apply for Voluntary Severance. This means you will continue to have a job in the organisation. You will get training and equipment to deliver great customer service. You will get more support and development from your managers. You'll need to support your colleagues through change as they may be experiencing uncertainty.

I currently work as an Administrator:

Your job type does continue in the new organisation and you will not be eligible to apply for Voluntary Severance. This means you will continue to have a job in the organisation if you want it. Your role will change to ensure that you can best support the new station management structure.

We will be consulting with the trades unions about adopting the approach below:

We are committed to make sure that every person is placed in an appropriate role fairly and transparently. For Duty Station Managers, Station Control Room Assistants, and Station Assistant Multi-functionals, we propose that you will have the opportunity to apply for a new role. For Station Supervisors, we propose that you would participate in a development and selection process for the Customer Service Manager role – which includes development and support for you – beginning in Spring 2014.

Appropriate adjustments will be made for anyone who is absent from work during this time, including those on maternity leave and long-term sickness absence.

There is the possibility that, at the end of the development and selection process in some instances, an individual will be placed in a role that is below their current grade. In this circumstance, earnings will be protected in line with the Protection of Earnings policy. You can find this policy on the Fit for the Future intranet site:

<http://luintranet.tfl/news/13515.html>

What will make the new proposed operating model work?

- **More, better-trained staff in ticket halls and on gatelines** – visible and helping customers with services and ticketing, from first train to last
- **More, and better ticket machines** – approximately 120 additional, new ticket machines across the network from 2014
- **More technology in stations** – all staff trained and equipped with handheld and tablet devices to provide up to the minute information to customers and to monitor security systems such as station cameras

What is the risk of not making changes?

- Improving customer service is vital in order for us to remain viable as a business. Businesses that don't embrace change become irrelevant and inefficient. In our case, we risk change being imposed upon us. That means we'll be told where to make savings, where to cut services, what to stop doing. We cannot allow that to happen. So we'll need to continue to find ways to reduce costs, provide greater value for money and deliver improved services for our customers more efficiently in future

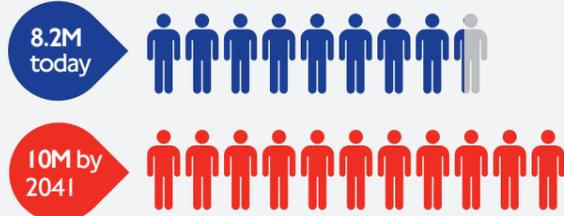
Did you know?

We currently carry more than

4 million customers per day
1.2 billion customers per year



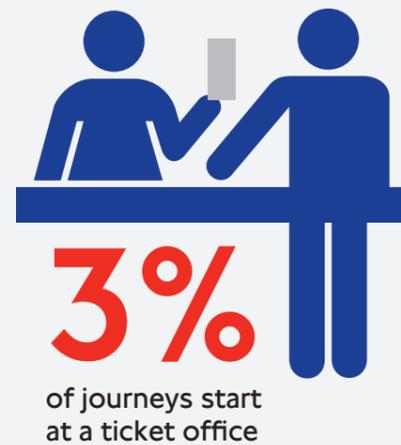
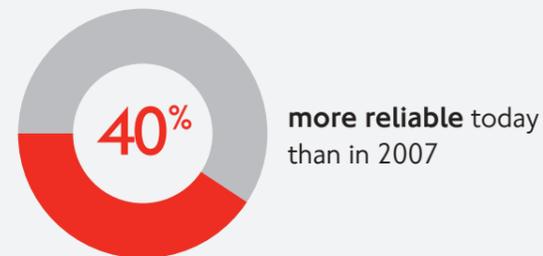
London's population is projected to grow from



33 ticket transaction types account for

98.4% of transactions by volume

Our train service is



On top of the

£9.8 billion +

we must save across TfL between now and the end of 2020

We also have to make

£220 million

of savings in 2015/16

100%

Every Journey Matters workshop groups who wanted to change how we staff stations designed a flexible role capable of performing any activity below the grade of supervisor



80%

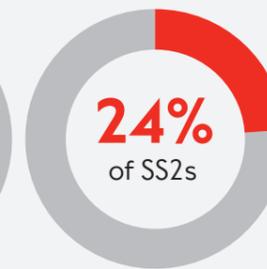
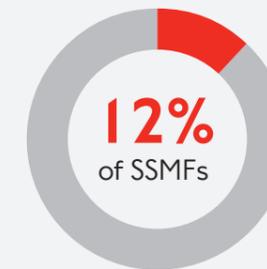
of staff surveyed supported a redesigned Electronic Service Update Boards

21%

of CSAs have CSID (Customer Service Identification card) cards allowing them to operate staff ticket machine functionality



ONLY...



...are CMS (Competence Management System) qualified

Proposed Timescales and Discussions

Autumn 2013

21 November

- General letter and briefing pack posted to all staff informing them of the proposed changes

Winter 2013

- Proposed date for DSMs, Supervisors, SCRA's and SAMF's to apply for VS (until 21st Jan)
- Proposed date for Status letters posted to affected staff informing them of potential changes to their role
- Proposed date VS applications period to close
- Proposed date for decisions to be reached on all VS applications

Spring 2014

- Proposed date for Selection of DSMs for AMS roles complete – All AMS roles filled
- Proposed date for Development & Selection for Supervisors to commence (for CSM roles)

Summer 2014

- Proposed date for all CSM roles filled (from Supervisor, SAMF & SCRA population)
- Proposed date for CSA roles to be filled

Autumn 2014

- Proposed date for first group of staff to be trained and ready to begin new role

Late 2014:

- Proposed date for when we will begin to implement the new Stations Operating Model*

*Subject to proposals being agreed during Consultation and all critical enablers being in place

Change takes time.

It takes time to work together with you and our trades unions, talk about proposals and finalise the right outcomes.

As our discussions progress, we'll start work on all the things we need to have in place to enable this change to happen. This includes everything from new technology, processes and assets, to the selection and training for our people.

We envisage that most people moving forward in new roles will know their roles by autumn 2014. Some would do so before this. Our aim is that the new operating model will start to be put into place from late 2014. When we are ready to begin introducing the new model, we expect to phase it in across the network using the new station group structure.

Next Steps

What to do next and how you can feedback:

- Get involved, ask questions and discuss proposals with your manager
- There are lots of ways you can find out more and ask questions

■ **Talk to your manager** – they're committed to communicating with you, answering your questions and helping make sure you know what the changes mean to you, your team and your station

■ **Visit a drop-in session** – information available from your local manager

■ **Send an email** – FitfortheFuture@tfl.gov.uk

■ **Visit the intranet** –
<http://uintranet.tfl/news/13515.html>
FAQs available

■ **Visit the internet** – Please join the forums on the Fit for the Future website, FAQs available, <http://fitforthefuture.tfl.gov.uk/>

■ **Follow us on Twitter** – [@TfLFit4Future](https://twitter.com/TfLFit4Future)

■ **Join us on Facebook** –
<https://www.facebook.com/TfLFitfortheFuture>

What to say to our customers:

We work in a high-profile organisation. Our customers will be hearing about our proposed changes and the commitments we're making to them to be sure they feel confident about the service we'll be providing. They may be apprehensive about what it may mean to their journeys, but let's work together to reassure our customers.

Thank you for your patience during this time of change. Most importantly, thank you for what you do, every day, to keep London on the move.



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