

**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

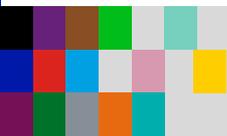
Contact Officer: Gareth Powell, Director of Strategy and Service Development,  
London Underground and London Rail  
Number: 020 3054 8196  
Email: [Garethpowell@tfl.gov.uk](mailto:Garethpowell@tfl.gov.uk)



# Rail & Underground Panel

## Station Strategy and Sponsorship Update

13 November



# Contents

## 1

### Station Strategy

- An Integrated Approach to Stations
- Hierarchy of Customer Needs
- Existing Station Programmes
- Station Design Idiom: Principles

## 2

### Station Stabilisation Programme (SSP) to Integrated Stations Programme (ISP)

- SSP
- ISP
- A Coordinated Approach





## 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.



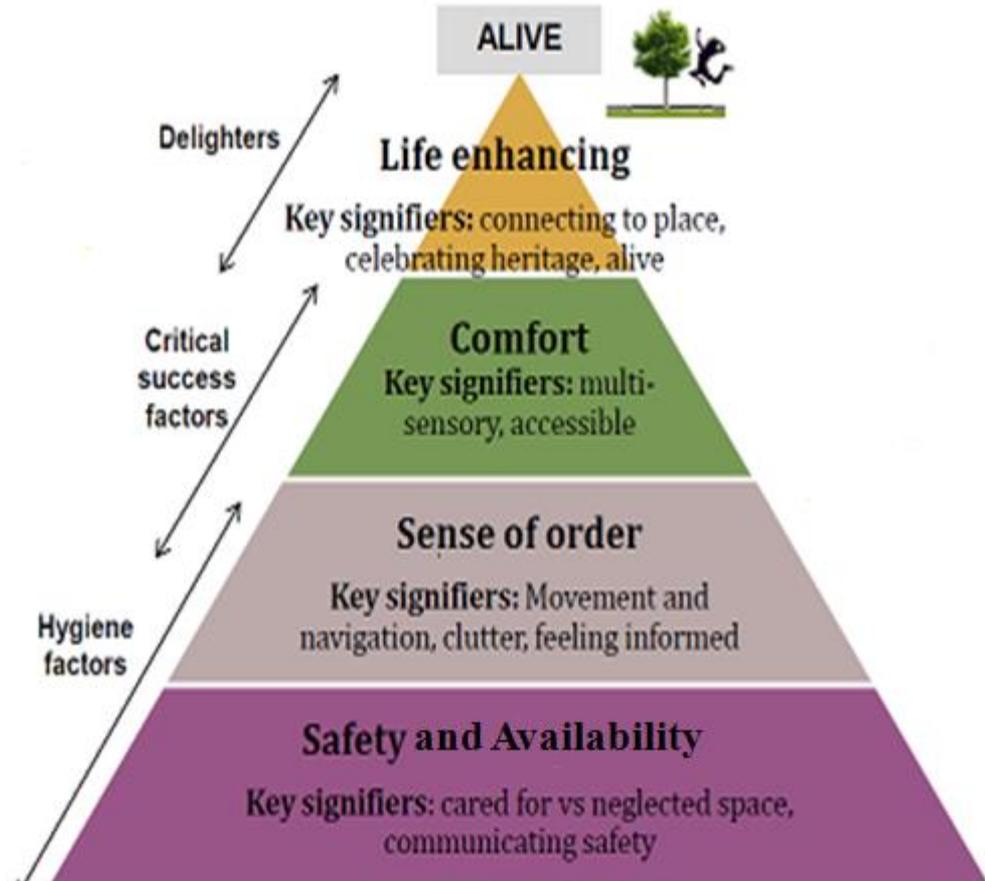
# Station Strategy

- 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

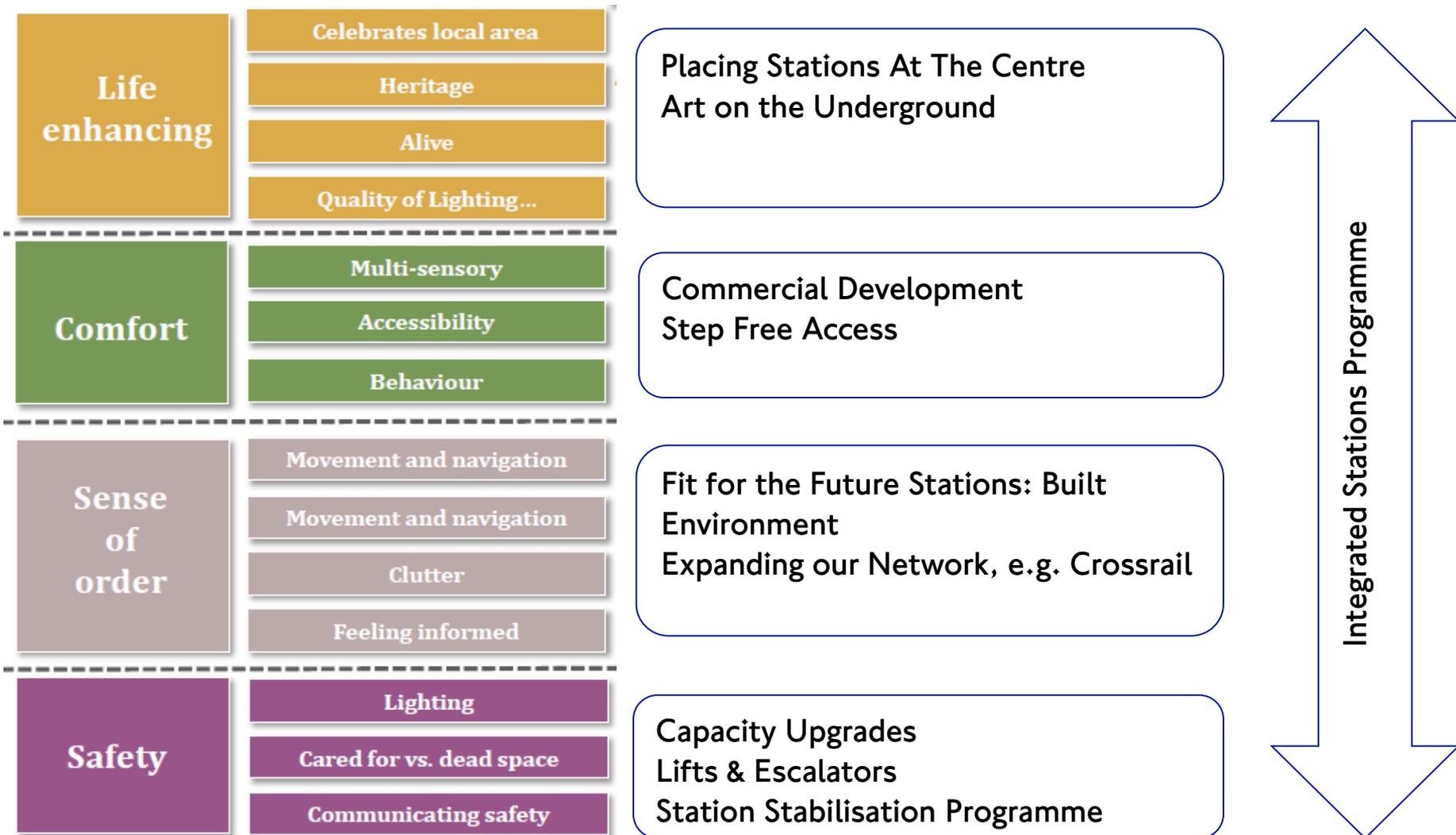


# Hierarchy of Customer Needs

- 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

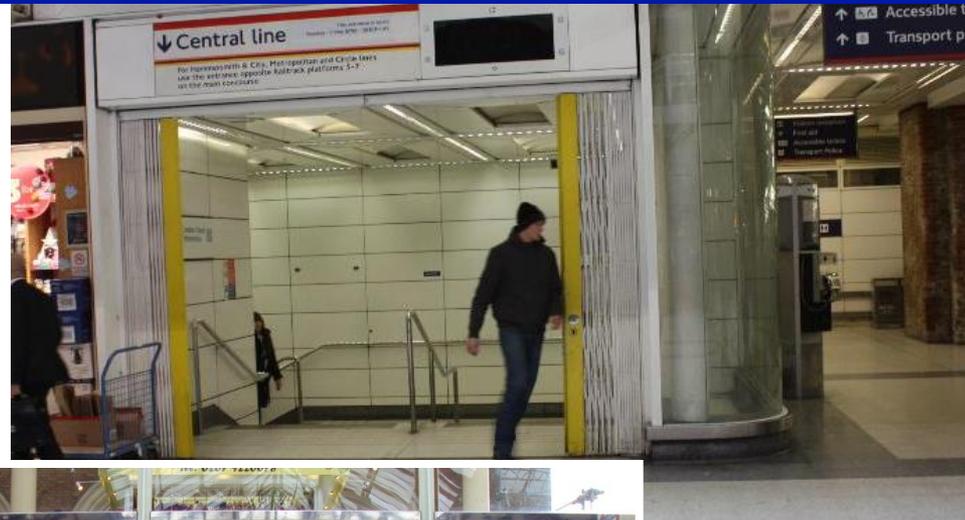


# Ensuring Value for Money (VfM) – Liverpool Street

- 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

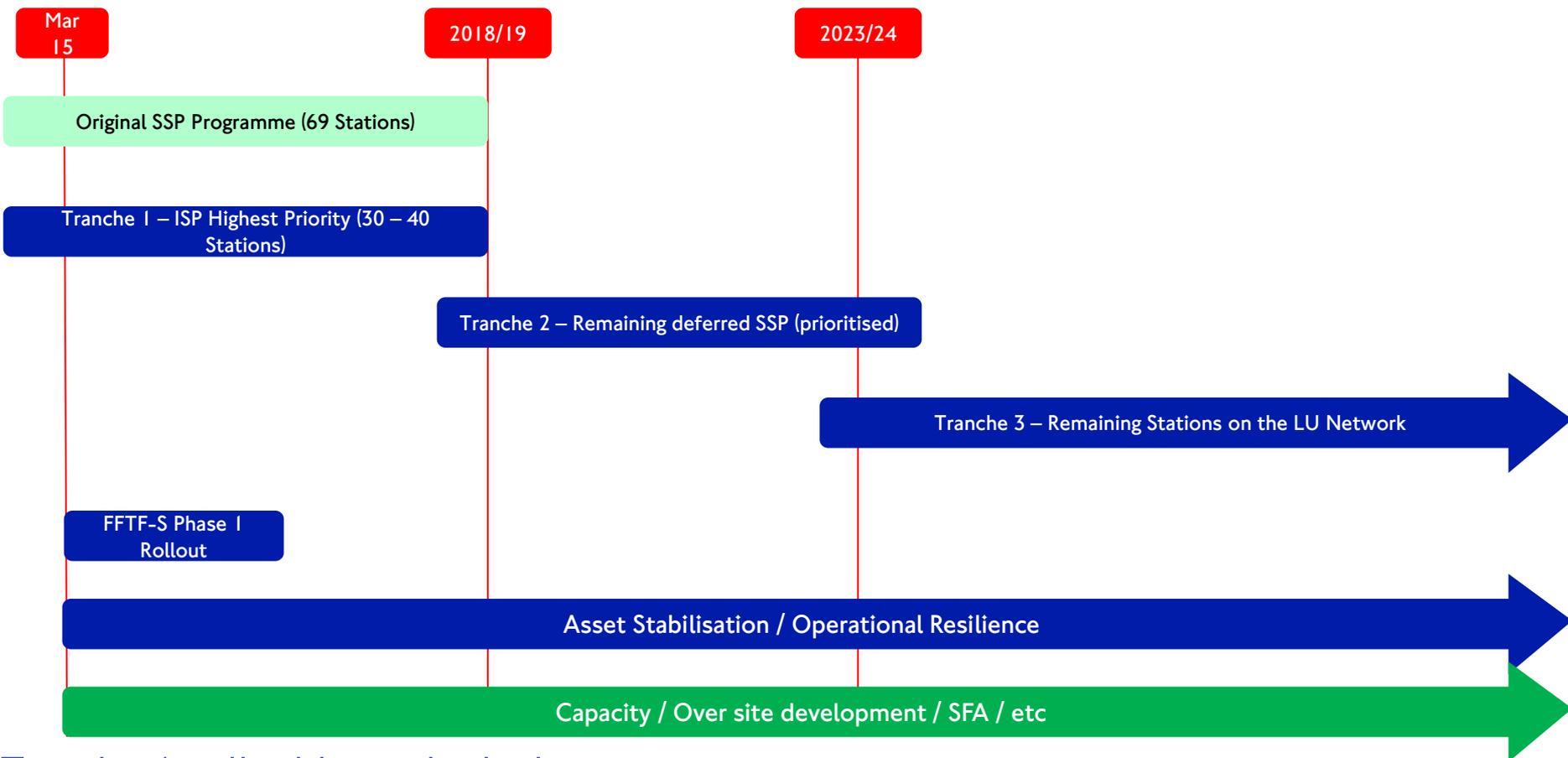
CAPEX

S

M

L

# 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

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



**TRANSPORT  
FOR LONDON**  

---

**EVERY JOURNEY MATTERS**

