

Appendix B

Stakeholder engagement

At the time of the announcement of our modernisation plans in November 2013, we wrote to all our stakeholders setting out our proposals and offering to discuss them in further detail either at a scheduled upcoming meeting or at a separate briefing. These stakeholders included:

- Every London Borough leader, Cabinet member for Transport, Chief Executive and Transport Director (or equivalent)
- A wide range of user groups, disability organisations, local mobility forums and business groups/forums
- All London MPs and all members of the London Assembly.

Since the announcement of the programme we met with a wide range of local stakeholders and authorities, passenger and accessibility groups and elected representatives to discuss our plans and listen carefully to any concerns or issues they might raise. We also discussed the FftFS programme at all the public transport liaison meetings we attend with London's councils, at all other regular meetings with our stakeholders, as well as at a large number of meetings set up specifically to talk about the changes being made by the programme. We have additionally sought suggestions from existing stakeholders as to other groups that should be included in our engagement.

Ahead of any ticket office changes we wrote to local stakeholders at each Tube station providing a briefing on changes at the station. This included the MP, AM, local councillors and local user groups.

Email copy example

Dear all

Further to Transport for London's announcement in December regarding modernisation of the Tube network, we will be carrying out improvement works at Heathrow Terminals 123 station from 5 October for up to three months.

The works will take place in the ticket hall and will include changes to the way customers will be able to buy tickets. The station will remain open while we make these improvements and it will be possible for customers to purchase tickets from ticket machines, with our staff on hand to help. Tickets will also be available from our contact centre, online, and customers can also choose to use contactless payment. The ticket office will not reopen after the work is complete.

We will do our best to minimise any disruption or noise during the work. Where possible we will carry out the works during the day, but for customer safety reasons, some elements of the work may be undertaken overnight.

For your information, please find attached a copy of the letter and leaflet that is being distributed to local residents and businesses in close proximity of the station notifying them in advance of the planned improvement works.

For more information on our modernisation plans please visit www.tfl.gov.uk/futuretube or if you have any queries regarding the works, please do let me know.

Accessibility Working Group

An Accessibility Working Group (AWG) was established as a key forum for engaging with accessibility stakeholders on the Fit for the Future – Stations programme. The aim of this ‘task and finish’ group was to ensure inclusion and engagement with key disability groups prior to and during the programme of station transformation changes. The group also offered an opportunity for members to provide ideas or feedback on planned changes to customer information, station environment and ticketing that may well be incorporated into the programme in the future.

The forum also enabled an opportunity for groups to feedback on the communications plan relating to the changes at stations during 2015.

Initial sessions were held in July and November 2014 prior to the commencement of the works, and two further sessions took place during the introduction of changes at stations in 2015, including a station visit to Cannon Street to see the trial changes first-hand.

The working group had a wide range of participants including representatives from:

- Transport for All
- Inclusion London
- TfL’s Independent Disability Advisory Group
- Leonard Cheshire Disability
- Scope
- Joint Committee on Mobility for Disabled People
- Whizz-Kidz
- London Visual Impairment Forum (incorporating RNIB, RLSB, Guide Dogs and others)
- Action on Hearing Loss
- Age UK London
- Greater London Forum for Older People
- National Pensioners’ Convention
- Alzheimer’s Society
- National Autistic Society
- TfL’s Valuing People learning disability group
- Suzy Lamplugh Trust
- London TravelWatch

TfL Sub-Regional Mobility Forums

The Fit for the Future – Stations proposals were presented to each of the TfL Sub-Regional Mobility forums that took place during 2014 and 15. TfL use these Sub-Regional forums to provide a strategic level channel of communication between TfL and disabled and older people in London on all matters affecting their use of public transport and therefore their mobility.

The forums serve to:

- Help TfL, the Boroughs and transport operators to understand the needs and priorities of both Londoners and visitors to London who are classed as disabled and/or elderly;
- Provide a sounding board for consultation and discussion of new transport proposals, projects and schemes;
- Provide a channel for action on agreed priorities and developments;
- Promote mobility solutions across London;
- Challenge TfL and other transport providers on their performance and/or future proposals where appropriate.

Follow up sessions with the five Sub-Regional Mobility forums took place during 2015 to ensure that specific issues raised are addressed and also to provide further details as the changes take place at stations.

TfL Independent Disability Advisory Group (IDAG)

The Fit for the Future – Stations proposals were first presented to the group during 2014, and communication by means of follow up sessions has been taking place throughout 2015. IDAG will continue to be updated on the progress of FftFS as the programme continues towards the end of the year and enters the final stages in 2016.

The Group has been instrumental in informing the proposals for improvements to ticketing at stations. The Group contributed to the development of the new Ticket Machine screen design which now has a much more customer friendly interface.

Customer Communications

We followed a consistent communications process to ensure local residents and stakeholders were informed of the changes at their stations, including the timing of closure of ticket windows.

A range of communications channels were in place to inform customers including:

- 2 weeks before
 - Email sent to ticket office users
 - Posters communicating ticket office closure live in ticket hall
 - Station announcements about ways to pay
 - Letters are sent to local residents,
 - Stakeholder briefings to local councillors, accessibility groups, Business Improvement Districts and MP's

- 2 days before
 - Face to face staff in high priority stations for 5 days, to provide information to customers on the changes
 - Leaflets handed to customers

- Day of closure
 - Email sent to ticket office users
 - New poster live communicating improvement works

We published full details of our proposals on our website at www.tfl.gov.uk/futuretube, including the answers to regularly asked questions and have displayed posters at all Tube stations clearly setting out our commitments to Londoners.

We have also engaged continuously with our customers through our Twitter feeds and Facebook pages and responded to their queries through our correspondence and customer feedback channels.

CRM – to station ticket office users, 2 weeks before the ticket office closure

Dear XXXX,

From 5 October, we will be carrying out improvement work at Heathrow Terminals 123 Tube station; this is part of our plans to modernise the Tube. As a result, we are making changes to the ticket hall and the ticket windows will be permanently closed.

We are moving our staff into the ticket hall where they can assist you more effectively; the station will continue to be staffed between the first and last train times.

The station now has smarter ticket machines, offering guidance in 17 languages, making paying for travel easier; staff will be on hand to show you how much more these machines can do.

To pay for travel, you can now:

Use the smarter ticket machines

Use your contactless payment card. It's the same fare as Oyster and no need to top up

Buy tickets or top up your Oyster card online or at nearby Oyster Ticket Stops

Work to the ticket hall and improvement to facilities is expected to continue for up to three months. The station will remain open during this period.

To find out more, please visit tfl.gov.uk/futuretube

Yours sincerely,

Nick Brown
Managing Director, London Underground

CRM – to station ticket office users on the day of the ticket office closure

Heathrow Terminals 123 on-the-day post-closure email copy example

Dear XXXX,

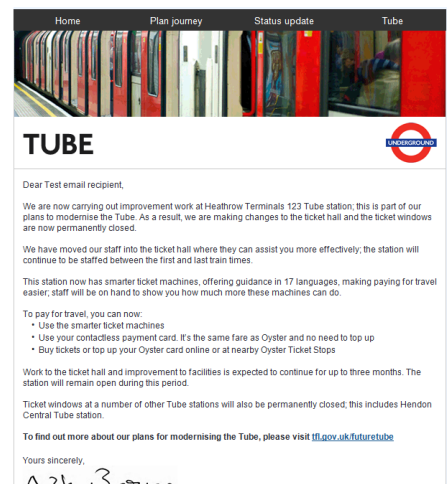
We are now carrying out improvement work at Heathrow Terminals 123 station; this is part of our plans to modernise the Tube. As a result, we are making changes to the ticket hall and the ticket windows are now permanently closed.

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Poster – pre-closure

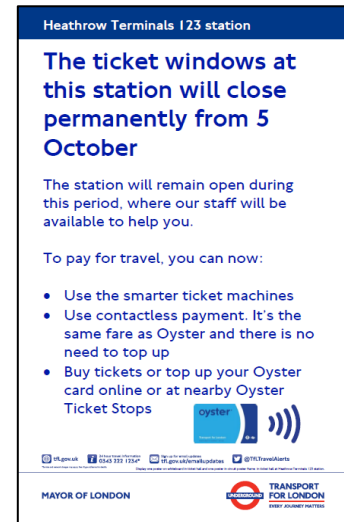
The posters are designed to tell customers what changes they are about to see in their ticket hall, and why.

Customer research demonstrates that it is important to be transparent with customers; they want to know and understand what is happening. The response to ‘cashless bus’ is a proof point for this approach

Poster to be live in affected ticket hall two weeks before closure.

Locations:

- DR (circuit) frame
- Ticket office window
- ‘Paid for’ media site(s)
- Station whiteboard



Poster – post-closure

Poster to be live in affected ticket hall from the day of ticket office closure. Locations:

- DR (circuit) frame
- Ticket office window
- Station whiteboard

This poster focuses on the changes customers will be seeing throughout the ticket hall transformation, referencing the fact that the ticket office will not be reopening to ensure customers are fully informed.

Local resident letters

Letters to local residents delivered approximately two weeks in advance:

Heathrow Terminals 123 - improvement works October 2015

As part of our plans to modernise London Underground, we will be carrying out improvement works at Heathrow Terminals 123 Underground station. The improvement work starts on 5 October, when the ticket windows will close at this station. Work will take place in the ticket hall and will last for up to three month. The ticket windows will not reopen when the work is complete.



We will be improving facilities including:

- **Better ticketing facilities** – the existing ticket machines at the station will be improved before the work and will give better flexibility, for example by allowing staff to offer refunds. Our people will be on hand to help you with any ticketing enquiries.
- **Enhanced customer service** – we will be giving you better travel information, leaflets, maps and signage within the station to help you find what you need. When the ticket windows close, staff will move out from the back office areas of the station to the ticket hall, where they will be more available to serve you.

If you normally use the ticket office at Heathrow Terminals 1 2 3 Tube station to pay for your travel, the enclosed leaflet will explain the variety of improved ticketing options available to you, during and after completion of the works.

Working hours

We will do our best to minimise any disruption or noise during the work. Work times may vary during week days and at weekends. However, work will mostly take place at night to minimise disruption to customer journeys.

In the meantime, if you have any queries about our plans, please contact our 24-hour helpline on 0343 222 2424. You can also write to London Underground Community Relations, 5th floor, Palestra, 197 Blackfriars Road London, SE1 8NJ; or email us at communityrelations@tfl.gov.uk
For more information on our modernisation plans please visit tfl.gov.uk/futuretube

Yours faithfully