



2nd March 2015

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Dear Tim,

London Underground modernisation plans

Thank you for your recent letter dated 2 February 2015, and your continued interest in our plans to modernise the Tube.

Since we announced our plans to improve customer service on the Tube in November 2013, we have always been clear of our intended timescales for introducing changes at stations.

We remain committed to introducing the changes to ticket halls this year in a phased approach and there is certainly no intention to rush this process. We have already taken beneficial learnings from the first wave of stations to operate without a ticket office - Queensway, South Wimbledon and Shepherd's Bush. To date we have received positive feedback from both customers, through Mystery Shopper feedback, where some staff received perfect 100 scores; from customer focus groups where the 'more visible staff' gave a reassuring presence; and importantly from our staff who have been able to put into practice what they have learnt from their customer service training. We will continue to utilise this critical feedback to directly inform the implementation of the programme over the coming year and to ensure there is no negative impact for customers or staff.

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authority is Transport for London.

As you are aware we have been consulting with staff and trades unions on the details of these plans for over a year, and have undertaken an extensive programme of communications and engagement with stakeholders and customers to maintain transparency and inform the details of our implementation plans.

As part of this process of engagement we have read with interest the results of your recent survey and have addressed your initial recommendations, as well as the other points raised in your letter below:

Station classification and staffing

Station classification has been developed with a wide range of factors in mind; including number and type of station assets, points, whether a station is subject to fire regulation, presence of a control room, presence of National Rail interchange, as well as other operational and staffing requirements. Therefore in terms of 'reclassifying' particular stations, we may not always be able to reclassify if there is a critical operational reason for its classification.

That said, on reviewing the initial recommendations from your report on specific station reclassifications; the main impact reclassifying the stations mentioned – either from Local to Metro, or Metro to Destination - would be on staffing levels. The staffing levels published last May, as part of the station by station review process, and which form some of the basis of your research, are currently being reviewed through the local roster consultation process with trades unions and will change as a result of the discussions. The final staffing levels will be shared, once available, later this year.

The new staffing model will come into effect in early 2016, and we will keep levels under review and adjust as necessary in the future. We are therefore open to reviewing any further recommendations you may have following your Policy Committee session, and review the complete list of stations provided as part of this process.

To directly address your point regarding the addition of Visitor Information Centres (VICs) at Waterloo, London Bridge, and Oxford Circus stations. London Bridge and Waterloo stations do not meet the criteria for a 'Gateway' station. They have one of the lowest percentages of infrequent and first time users and are primarily served by commuters who are familiar with London and the LU network, as well as being already 'ticketed'. Any visitors who may arrive at London Bridge, would be served at the VIC at Gatwick, upon arrival to the capital.

I have noted from your recent policy committee papers that you have reversed your suggestion to include Oxford Circus within the Gateway category; and are now recommending that Stratford is included.

Currently Stratford does not meet the criteria for a Gateway station, however as with London Bridge and Waterloo stations, we will keep this suggestion under review and continue to monitor customer demand and feasibility for the introduction of VICs at these locations over the coming year.

I would however emphasise to you, that there is no funding allocated within the current business plan for any further Visitor Information Centres on the network, including these locations. We have looked into the possibility of obtaining third party funding if additional Centres were appropriate, but the majority of the cost (Operating cost and capital cost) would still need to be covered by Transport for London.

Ticketing facilities

We have undertaken significant research regarding the design of our ticket machines and engaged with groups such as the TfL Independent Disability Advisory Group to inform the screen design. On your offer of supporting with ticket machine research; we are undertaking further research this year, to gain further customer insights and we would welcome reviewing any additional research you may be able to share.

In terms of transactions carried out at ticket offices today, as noted previously, our upgraded ticket machines will sell all the ticket types currently available in a ticket office, with a few exceptions such as annual season tickets, which will be moved online.

Redevelopment of ticket office space

The ticket office space at London Underground stations will be redeveloped on a case by case basis, according to station requirements. In the majority of instances the space will be utilised as staff accommodation – such as a station control room. The space may also be used for improved customer information zones or to ease congestion in the ticket hall. TfL is also exploring a range of opportunities for developing new commercial spaces. Any proposals will be developed later this year to understand the viability of identified options and station staff would be consulted throughout this process.

We do not have a statutory obligation to consult on the useage or redevelopment of ticket office space.

National Rail tickets and ex-Silverlink stations

Regarding the issue you raise around National Rail tickets and their availability on the Metropolitan Line; a 'point to point' ticket has never been available on the Aylesbury line – to make this journey passengers would have had to purchase a

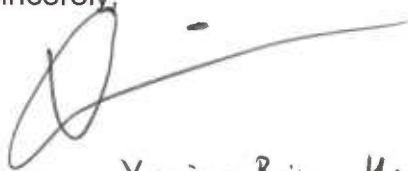
Travelcard season with a NR add on. As part of our fares revision in January 2015, we introduced a number of ticketing changes, which included the withdrawal of these magnetic National Rail season tickets and certain privilege tickets. If you would like further information on this we can arrange a detailed briefing with our Customer Experience team.

On the potential changes at ex-Silverlink stations you mention; as per my previous correspondence, we shall comply with all requirements in the Ticketing and Settlement Agreement. It is likely that any changes to the stations affected would take place during 2016, and we will keep you updated on our plans as they develop.

I trust this helps to clarify the issues raised. I look forward to discussing this further and hearing the outcomes of your policy committee.

Yours sincerely,

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Xavier Brice, Head of Fit to the Future Stations

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