



Change proposals for LU Operations

March 2010





Contents

1.	Introduction	2
2.	Foreword	3
3.	The proposals — context	5
4.	Key proposals	6
5.	Next steps	9
6.	More information	10
7.	Comments and questions	11

1. Introduction

This document sets out proposals for making changes to LU Operations.

It summarises why we're proposing change, what the key proposals are, who may be affected and the next steps. It also includes details about how you can find out more.

If you would like to comment or have any questions, please fill out the back page and send it to the address shown. Alternatively you can email coo_changes_feedback@tube.tfl.gov.uk

2. Foreword

London Underground is at a defining point in its history. We have recently embarked upon the greatest transformation of the Tube for generations, and we have also recently achieved record levels of performance in terms of both the volume of service we run and the number of customers we serve. The Tube has never been as critical to London's social, economic and cultural life as it is today.

Our vision is simple: a world class Tube serving a world class city — the Tube that London needs and deserves.

Our strategy for getting there is also straightforward: frequent, reliable and safe train services supported by the high standards of customer care that we take from our heritage. We do this by having visible, helpful and knowledgeable staff who can guide our customers through the system.

To ensure that we achieve our vision and stay true to this strategy — one that we know is successful — we have to keep pace with the changes happening around us and in some cases make changes to how we do things.

Why change?

We have said for some time that the transformation of the Tube, and specifically the line upgrades, will bring significant changes to the way we operate.

We're already seeing benefits of the investment: King's Cross St Pancras has been rebuilt; 59 of our stations have step-free access; the first new trains on the Victoria line are operating for customers; a new air-conditioned train on the sub-surface will arrive this summer; and modernised stations provide a cleaner, better and safer environment for our customers.

New technology has also meant changes in the way that customers use our services: the success of Oyster for example has dramatically changed our approach to ticketing; Connect has fundamentally changed the way we communicate with each other; and real time information systems are widely available. We must respond to these changes and take advantage of new technology.

We also need to adapt to the economic climate in the UK — there's no doubt that the events of the last 18 months have fundamentally changed the financial picture for all public services for some years into the future. This means it is more important than ever before that we get value from every penny we spend and that we use resources in the right ways. If we do not, the investment, and the improvements that it brings for us, will be threatened, as will our ability to support London's development and prosperity.

Since September we've been looking at options for how we can change our business to take account of the challenges and opportunities described above: the need to deliver greater value for money; the line upgrades; and changes in customer behaviour and technology.

The proposals are underpinned by our commitment to, and proud heritage of, customer care; our excellent and improving record on safety; and the need to ensure that all of our employees can continue to share in our success.

We now have a clear set of proposals that we want to share with you.

This document and the conversations you'll be having with your managers in the coming weeks are the start of a process we believe will take around a year to complete.

I know that change can be difficult, particularly when we won't have answers to all of your detailed questions yet, but we are deliberately sharing our thinking with you as early as possible.

I will be back in touch soon with more information. In the meantime we will be consulting your trades union representatives and will update you at every stage. If you have any questions please speak to your manager or use the enclosed form. Information will also be available on the intranet at <http://intranet.lul.co.uk/change>, where you will also be able to submit questions.

Howard Collins

Chief Operating Officer

3. The proposals — context

Before developing the proposals we set out the following key principles that would be at the centre of them:

- We will not compromise our vision, strategy or commitment to safety
- We must deliver greater value and better customer service — not one at the expense of the other
- We will ensure that we can continue to be successful, and ensure that all our staff can share in that success
- We will consult our staff, trades unions and stakeholders on the detail of the proposals to ensure we can respond to any concerns and adapt the detail of the plans if appropriate to do so
- We will introduce change over time to ensure that we're all fully prepared

The changes will mean a reduction in posts. However, we plan to make these reductions with no compulsory redundancies — our priority is to ensure that anyone who wants to continue to work at LU can do so and we will support all employees affected by the change throughout the process.

To achieve this we will need to work together and be flexible, which means that we may ask employees to consider different roles and locations.

We've already taken steps to keep the impact to a minimum — for example, we have been managing vacancies, which means we will be able to remove some posts without impacting on individuals.

There are also some areas of LU where we do need more people, for example there will be train operator vacancies as the programme for each line upgrade progresses.

In addition, we will look at options like voluntary severance; career development in other areas; and flexible working. More details about these options will be available soon.

4. Key proposals

The change proposals fall into three categories:

1. Ticket offices and ticket halls
2. Station groups and management
3. Trains management

Ticket offices and ticket halls proposals

Summary:

- All stations to be staffed at all times while services are running
- All stations that currently have ticket office window services will continue to do so
- Proposed reductions in ticket office opening times at many stations to reflect and align with customer demand

We have seen dramatic changes to the way that customers buy tickets, particularly with the success of the Oyster card and comprehensive provision of Advanced Fares Machines (AFMs). Today only around one

in 20 journeys starts with a trip to the ticket office, and the decline in ticket office window sales is a continuing trend.

We recognise that some customers still value that service. We're therefore proposing to maintain a ticket office window service at all stations that have it today while making changes to window opening times to reflect the change in demand.

This will inevitably mean a reduction of posts; our proposal would see a reduction of around 450 SAMF positions.

There would also be an impact on CSA posts to reflect how, where and when CSAs interact with customers. Regular users of the Tube are far less likely to need assistance than more irregular users, such as tourists. As a result, we've found that we generally provide more staff in the morning peak than necessary, and need more staff at weekends when we have growing numbers of irregular users needing assistance. Changes to reflect this would mean a net reduction of between 150–200 CSA positions.

We plan to deliver these reductions with **no compulsory redundancies**. To achieve this we will need to work together and be flexible — which means that we may ask employees to consider different roles and locations.

The change would mean significant roster changes across the network. Subject to consultation, we would expect to be able to make the changes by February 2011.

Station groups and management proposals

Summary:

- Reduction of seven groups across the network to ensure greater consistency of group sizes ahead of the implementation of the other staffing changes

The proposed reduction in SAMF and CSA posts would mean we need fewer groups. We are therefore proposing to reduce the number of station groups across the network by seven with each group having one Group Station Manager and five Duty Station Managers.

This would mean a reduction in the number of Group Station Manager, Duty Manager and Administrator posts. Again, we plan to make these changes without compulsory redundancies.

Subject to consultation, we expect to be able to make the changes in Autumn 2010 ahead of the full set of new station rosters by February 2011.

Trains management proposals

Summary:

- Duty Manager Trains function to be split into three distinct roles to provide more focused management, particularly for train service reliability
- Proposed reduction in Train Operations Manager posts by nine
- Removal of dedicated Line Standards Manager role and the creation of two new roles to focus on our preparations for the line upgrades

Our broad proposal is to separate the Duty Manager Trains function into three distinct roles to improve the focus on train service reliability:

Duty Reliability Managers would report to the Service Manager and have accountability for both managing incidents on trains and stations and ensuring that service reliability is optimised.

Duty Train Staff Managers would have accountability for managing train operators and ensuring shift coverage.

Train Operations Standards Managers would deputise for the Train Operations Manager and take primary accountability for depot performance and people issues.

Train Operations Standards Managers would report to a single depot Train Operations Manager. Where there are smaller neighbouring depots on a line, one Train Operations Manager will be responsible for both. We propose to make these changes at the same time as the station group changes i.e. Autumn 2010.

The proposals would mean a reduction in Duty Manager posts of around 30.

Again, we plan to make these changes without compulsory redundancies.

5. Next steps

In the coming weeks we will be consulting with the trades unions about the proposals and will be sharing further details with you. We know that you will have a lot of questions about the proposed changes.

If you are in an SAMF or CSA role we expect to complete draft rosters for each station by July of this year, subject to consultation. We will then be able to talk to you individually about how the potential changes affect each of you, and whether there are other work locations or alternative roles you might be interested in.

We will consult you and your trades union representatives about the specific changes and how we will fill positions on the new rosters. Subject to this consultation we expect the changes to take effect by February 2011.

For proposed changes in station groups and trains management we will be talking to staff and consulting with the trades unions with a view to making the changes during the Autumn.

Summary:

- We plan to make changes with **no compulsory redundancies** — our priority is to ensure anyone that wants to continue to work at LU will be able to do so
- To achieve this we will need to work together and be flexible — which means that we may ask employees to consider different roles and locations
- SAMF and CSAs changes planned to take effect by February 2011 — more details will be available about individual circumstances in July 2010
- Management and administration changes planned to take effect in Autumn 2010 — more details will be available about individual circumstances in May 2010

6. More information

You will receive more information about how the proposals affect you personally as outlined above. If you have questions or comments in the meantime you can:

- Speak to your manager
- Email coo_changes_feedback@tube.tfl.gov.uk
- Submit your comments or questions on the attached form. If you leave your details we will respond to you.

Please also look out for staff bulletins. The content of this brochure is available on the intranet at <http://intranet.lul.co.uk/change>

7. Comments and questions

We want to hear your comments, suggestions or questions about the proposals. Please use this page to give us your feedback.

You can return this form in the internal mail to:

**COO changes feedback, Employee Communications
East Wing, 5th Floor, 55 Broadway, London SW1H 0BD**

Your name: _____

Your contact details: (please provide an email or postal address)
