



MINUTES

Project:	London Overground Line Naming
Meeting:	Integrated Project Delivery Team Meeting
Date:	27 July 2023
Time:	10:00 – 11:00
Location:	Via Microsoft Teams

In Attendance	Role
Sumaiyah Moolla (SM, Chair)	Customer Experience
Julie Dixon (JD)	Project Sponsor
Alex Cook (AC)	Customer Information
Ben Bloom (BB)	SAE
Bethany Whiteoak (BW)	Customer Information
Chris Carter (CC)	Contact Centre Operations
Christian Summers (CS)	Marketing
Christopher Nash (CN)	Customer Experience
[REDACTED]	RfL (on behalf of RD)
Dharmina Shah (DS)	Corporate Affairs
Edith Boakye (EBo)	Project Manager
Emma Davies (ED)	Senior Advisor to Chief of Staff - Customer & Strategy
Esther Johnson (EJ)	LCP
Hanna Kops (HK)	User Experience / Digital Rep
Jon Hunter (JH)	Design
Kirsten Hearn	Government Relations
Rosie Rogers (RR)	Social Media
Simon Burrows (SB)	CRM
Stephanie Doyne (SD)	Corporate Affairs (Advisor to Andy Lord)
[REDACTED]	ARL Project Manager
William Cooper	Corporate Communications
DNCO Reps	
[REDACTED]	Project Manager
[REDACTED]	DNCO
[REDACTED]	Client Director
Apologies	
Ally Routledge (AR)	Government Relations
David Edwards (DE)	Press
Emily Butler (EB)	Government Relations
Gordon Thomas (GT)	Fleet
Hannah Davenport (HD)	LCP
[REDACTED]	Arriva
Joe Jolly	Employee Communications
Paul Simon Edwards (PSE)	Fleet
Rajdeep Gatora (RD)	Concession management (London Overground)
Shumirai Mavunga (SMA)	Fleet
Victoria Wilson (VW)	Corporate Communications

1. Welcome & Apologies



1.1 SM welcomed the group to the meeting and gave a quick run through of the agenda items.

2. Scope and implementation update

- 2.1 JD went through some of the upcoming decision points with the group. These were noted as the poll options, the implementation approach, press event and the announcement of the final names, indicative /high-level timeline, and the final colours. It was noted these are currently under discussion and once finalised will assist in the direction of travel for the project.
- 2.2 JD said the plan was to dress a station in February 2024 to showcase the upcoming changes but the recommendation now is that rather than just unveiling the look and feel for the future that the final names are also announced as this provides a better media moment. However, as the final names will be determined and known by the end of the year, it's possible there may be an ask for the names to be announced by the end of this year. As such, the team is looking at the practicality of bringing the media event forward to the end of the year and looking at how the timeline for a media event at the end of this year will look like, versus the current timeline of holding the event in Feb 2024.
- 2.3 JD mentioned Feb 2024 is just a media event to use the pilot station to demonstrate the upcoming changes and not the point when the pilot station / any of the stations will be going live and that there will be some time after the event for work to be undertaken before going live. JD mentioned she is aware the physical channels, the digital development work and certain activities will require time to be undertaken and added sufficient time will be allowed to enable all the necessary work to be carried out.
- 2.4 JD informed the group the Invitation To Tender for the signage procurement is due back on Friday 28 July with a week of evaluation. She added suppliers have been asked to quote on three options which are installs and no cover, a line by line approach, and install, cover then unveil at a later date as a big bang approach. The recommendation that is being socialised is the cover then unveil at a later stage as a big bang as this is the one that causes the least customer confusion. JD added this option which is option C has already been endorsed by the Commissioner for Transport for London and now being taken through the rest of the governance routing.
- 2.5 It was noted there would be period of time for work to be carried out whether the names are announced this year or Feb 2024.
- 2.6 JD mentioned the public poll on the shortlist of names is still up for debate but the mechanisms and logistics around this are being worked through. JD added this will provide an opportunity for the organisation to further engage with Londoners on the shortlist of names. The aim is therefore to determine if we go with the approach of engaging with the public for them to vote on what becomes the final names, or does the names get selected from the shortlists.
- 2.7 It was noted the poll will help determine if it would be possible to achieve an end of year media event or not and that the final colours are also going through the governance routing after its robust testing and making sure there is enough differentiation between them and the Tube colours.
- 2.8 JD confirmed the high-level timeline of the fast-track delivery of the media event by end of this year, and the current delivery timeline of having the event in Feb 2024 is being developed and will be taken to Steering Group on 08 Aug and added it's important that all key decisions are taken through the agreed governance routing and key stakeholders understand the rational for the different recommendations and their endorsement obtained.
- 2.9 A brief discussion around the marketing requirement for the media event resulted in an action for JD and CS to have an offline conversation to look at the campaign and what the marketing plan for the media event would look like should the media event be brought forward to end of this year. **ACTION**
- 2.10 A query by BB resulted in JD advising that whatever names will be put forward for public voting, will have to be names that the senior management teams are comfortable for the lines to be called as



there isn't an opportunity to open it up for review again. There will however be the background stories on the webpage which will be the stories that DNCO will provide the organisation with for the shortlist of names.

2.11 JD confirmed the signage suppliers will be able to start earlier if the Media event moves to end of this year but the duration/amount of time required by them for delivery remains that same.

3. Community & Stakeholder Engagement incl. emerging themes

3.1 LA gave a progress update on the DNCO commission. She stated the team have had nine days of intercepts out of the thirteen contracted to undertake, five experts interviews have been confirmed out of the ten, four interviews have been done out of six, and that the four creative workshops are scheduled in Aug and the team is on track for these. There are also some half day intercepts to be undertaken by the team on 03 Aug and 04 Aug.

3.2 LA mentioned sixty-seven feedbacks have been received from the TfL Platform staff survey with a few interesting insights and a lot of similarities noted to the feedback coming through. The ARL workshop has also been held and this was well attended and received with a lot of enthusiasm from the attendees. One has also been held with London Unseen and one scheduled with TfL Forum next week.

3.3 BS informed the group there are currently six initial research findings and added the findings have originated from DNCO riding the lines and conducting the intercepts, observing the line and how people use it, facilitating the ARL staff workshop and from interviewing the stakeholders. BS stated the process continues and that the team will be uncovering more research and testing their insights to ensure they are robust before presenting their findings to the organisation.

3.4 The top line findings / emerging themes were noted as:

- Customers are unaware but supportive of the naming project
- The LO network goes far and wide, but customers only know their 'bit of the line'
- Low cognitive load defines the LO experience
- Less transient and more community driven
- Uncovering connections to major hospitals and the NHS
- Identifying the right nodes to point to the right research.

3.5 LA mentioned it's an iterative process and that the team has more uncovering and research to undertake and will continue with the expert and stakeholder interviews as well as the desktop research. LA said contact has been made with London Transport Museum and they (DNCO) have been asked to speak to the TfL Archivist. A meeting has been set-up for tomorrow to speak to the Archivist to discuss how best to document the process for the archive and also how to access current archive to see if there is anything worth exploring.

3.6 LA mentioned the research piece is on track to complete ending of August and added the complete timeline of their activities has now been shared with EBo. LA added the creative workshop will run from mid to 29 Aug and that the team are aiming to have a checkpoint meeting with TfL (preferable in person) w/c 04 Sept. It was noted this checkpoint meeting is where DNCO starts to share name suggestions for the longlist names. There will then be a period of creation of the longlist of names which will then be followed with the presentation of the longlist of names w/c 18 Sept. This will then be followed with a workshop of moving from the longlist names to the shortlist of names.

3.7 KH mentioned required information on validation of journey can be found in the Travel of London report.

3.8 A discussion re tailoring the workshops to the lines so individuals in those workshops are familiar with the lines resulted in BS taking an action to look at this can be incorporated into the creative exercises.



BS said if it become apparent in any workshop that a group of individuals have particular connections with specific lines then they will be put together to work on that specific line. **ACTION**

3.9 JD mentioned the insight re people being familiar with the bits of the line they use was something that came out when the focus groups around the design were undertaken and mentioned this was due to the network being portrayed as one massive orange lines but when users were showed the different design options with different colours started to really understand the network and understood where it goes. It is therefore important that this insight is added to the narrative as one of the customer benefit because people said Ohh I would use the line, the service more because now I understand where it goes because they could visualize.

4. Project Management

Fortnightly project tracker

- 4.1 EBo informed the group that, following on from the last meeting, a monthly extract of the project plan providing a two weeks view of completed activities and two weeks view of upcoming activities have developed and went through this with the group.
- 4.2 EBo mentioned the first governance process for the upcoming decisions mentioned by JD as well as the Customer Journey Virtual Reality will be at the Steering Group meeting on 08 Aug then normal governance routings (i.e. ExCo, Deputy Mayor, Transport Planning and Mayor will follow where required).
- 4.3 From the upcoming activities, EBo highlighted there are a series of upcoming briefings and engagement to be done with the LU/TfL Company Council meeting and the Rail Delivery Group and ran through the dates for these and the upcoming DNCO activities.
- 4.4 It was noted BW has started work on the development of the pilot station procurement brief and that this is currently undergoing internal reviews. The deadline for the signage procurement was noted as 28 July with a week for evaluation and will be weighted 80% on deliverability/the project plan and 20% on the financials. JH mentioned the reason for this is that the suppliers are from an existing framework with all necessary pre checks carried out to ensure value for money so the ability to deliver to the challenging timeline is vital.
- 4.5 It was noted the appointment of a supplier by the end of August will bring with it their initial project plan showing when surveys are likely to be completed, delivery of artworks, manufacture, installs through to quality checks to then help the organisation to make an informed decision re when likely to unveil for a big bang go-live.
- 4.6 EBo went through the upcoming activities and dates for Fleets (on train updates and announcement), the Digital Products and the Marketing Campaign and confirmed the only activity for the period in question currently at risk is the Fleet workstream as not getting the level of traction required. It was noted the draft procurement specification has been shared with PSE and GT but this has been drafted without a confirmation of the scope of work from them. DE took an action to see if other members of the team can comment on the document so we can get to a point where we can confirm the scope of work for the on LO signage on train updates are accurate. **ACTION** EBo also took an action to set up a meeting re the Detailed Digital approach document. **ACTION**
- 4.7 SM mentioned live links are issued with the agendas for these meeting to enable the group to view papers and project documents as and when required and added this meeting's papers also included a copy of the progress reports.
- 4.8 The group noted the completed activities which were part of the lookahead paper.

Risks & Issues



- 4.9 EBo reported there are currently two extreme risks, six high, and six moderate risks on the RAID log and added three new risks have been added to the risk register since our last meeting. These were:
- Digital going live with push notification before the LO line naming rollout / confirmation of the final names. A meeting was held to discuss this and it was deemed as a benefit to the project rather than a disbenefit as it would give customers a taste of what is coming in terms of the differentiation of names by allowing specific service update / messaging for each LO lines (i.e. Barking Riverside to Gospel Oaks, Romford to Upminster etc.)
 - The Amey AV system used by Arriva being discontinued prior to go-live date and not being able to update the system can not be updated. It was noted this risk has been added as a place holder whilst Arriva works through the mitigation actions and agree the impact/risk scoring.
 - Project timeline not allowing sufficient time for ARL to brief all their staff and engage with the trade union. The current mitigation being to release materials to Arriva colleagues as soon as possibly can and where possible in confidence preparation. DE took an action to check with RD if anything else can be added to this mitigation and confirm the risk scoring. **ACTION**

Finance

4.10 Not covered

5. Minutes & Actions from the last meeting

5.1 The minutes from the last meeting were noted by the group, and the link to the recording from that meeting can be found as follows: [LO line naming - project delivery team meeting-20230727_100337-Meeting Recording.mp4](#)

6. AOB

6.1 None noted.

Date & Time of Next Meeting

The date of the next meeting was noted as 10 August 2023, 10:00 – 11:00 via Microsoft Teams.