



MINUTES

Project:	London Overground Renaming
Meeting:	Integrated Project Delivery Team Meeting
Date:	18 May 2022
Time:	10:00 – 11:30
Location:	Via Microsoft Teams

Attendees	Role
Julie Dixon (JD)	Project Sponsor
Alex Cook (AC)	Customer Information
Bethany Whiteoak (BW)	Customer Information
Chris Carter (CC)	Contact Centre Operations
Christian Summers (CS)	Marketing Rep
Christopher Nash (CN)	Customer Experience Manager
[REDACTED]	DNCO Project Manager
David Edwards (DEd)	Press Rep
David Eggink (DEg)	Overground Operations
Dharmina Shah (DS)	Corporate Affairs Lead
Edith Boakye (EBo)	Project Manager
Emily Butler (EBu)	Government Relations Lead
Emma Davies (ED)	Senior Advisor to Chief of Staff - Customer & Strategy
Hanna Kops (HK)	Head of Experience / Digital Rep
Hannah Davenport (HD)	LCP
Jon Hunter (JH)	Customer Information
Paul Simon Edwards (PSE)	Fleet
Peter Carrol (PC)	Corporate Communications
[REDACTED]	DNCO Strategy Director
Stephanie Doyne (SD)	Corporate Affairs Manager (Advisor to Andy Lord)
Steven Gutierrez (SG)	Social Media and Blogs Manager
Sumaiyah Moolla (SM)	Customer Experience Lead
[REDACTED]	ARL
William Cooper (WC)	Corporate Communications

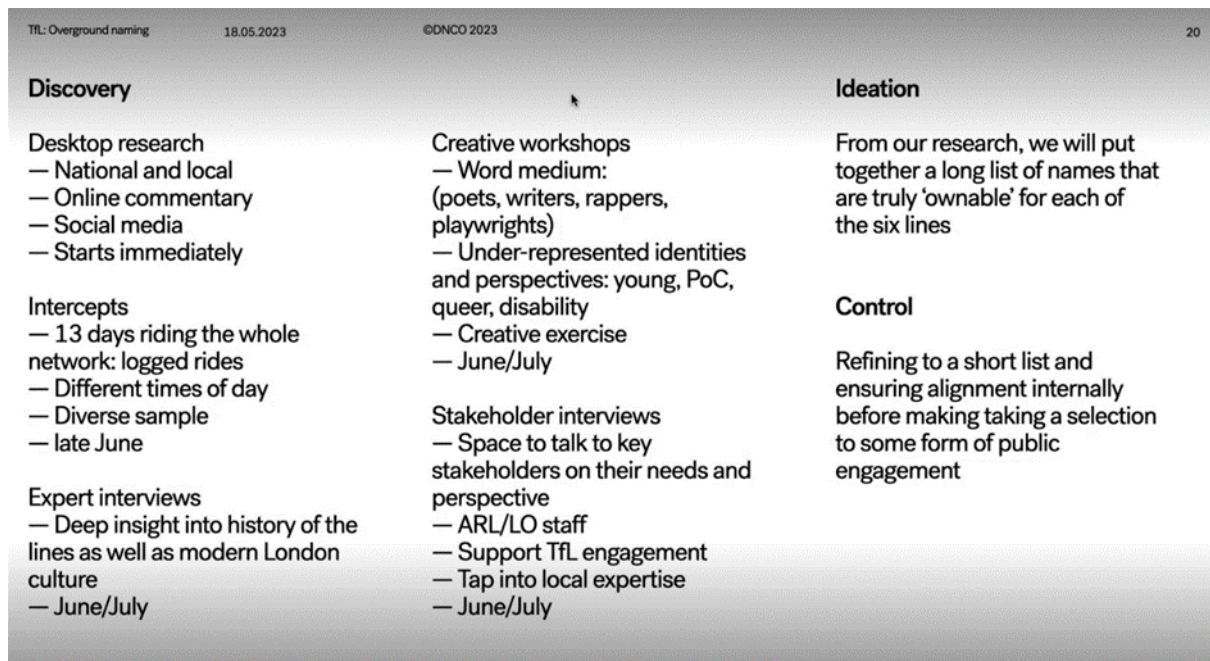
Apologies	
None noted	

- 1. Welcome & Apologies**
- 1.1 SM welcomed the group to the meeting. Introductions were carried out as and when presenters came on. SM informed new attendees this group is made up of Subject Matter Experts from across the organisation to provide specialist support and guidance from their area in order to facilitate project delivery.
- 1.2 SM informed the group that DNCO, a specialist external agency, has been appointed after a procurement exercise to manage the stakeholder and community engagement activity to identify names for the lines.

2. Engagement plan – DNCO presentation on Stakeholder and Community Engagement Approach



- 2.1 SM welcomed DNCO to give their presentation about their approach for undertaking this work. It was noted DNCO led the community engagement piece for the City Hall street renaming to Kamal Churchie Way.
- 2.2 SY introduced his colleagues [REDACTED] (CM) and [REDACTED] (LA) and led the presentation. He walked through the below slide with the group, which highlighted the 3 steps approach and the anticipated timeline that DNCO will be working to for coming up with the longlist of names to the shortlist.
- 2.3 These steps are: 1) a discovery phase of carrying out desktop research; going out on the network; carrying out expert interviews; holding creative workshops to engage with Londoners and people that use the London Overground to get a sense of their relationship with the lines and what those lines mean to them etc. 2) an ideation phase of: collating and refining the inputs from the engagement programme to form a longlist of names; 3) a control phase of scrutinising the longlist of names into a shortlist for a further form of public engagement. SY mentioned the control phase also ensures that the shortlist of names that will be taken out again for public engagement are names that everyone feels really confident with and take into account practicalities.



- 2.4 SY mentioned any connections, links to materials, research or any sources that the group think would be useful for DNCO to have a look will be welcomed and added they will also look at academics, researchers or people who have written books / stories about London Overground, or the history of the network. Contacts for the DNCO team are [REDACTED] - Strategy Director; [REDACTED] [REDACTED] - Project Manager; [REDACTED], and [REDACTED] - Account Director; [REDACTED]
- 2.5 The following comments were noted after the presentation. BW mentioned she will be interested in hearing about any associations with colour that the DNCO research may identify as the plan is for each of the 6 lines to have its own unique colour. CN enquired whether DNCO has a target number of people they are aiming to interview to which SY advised their aim is to cover a lot of bases and draw inspiration from various sources but looking to interview about 100 people over those 13 days.
- 2.6 JD mentioned there is a need to make use of current TfL channels during the voting stage to reach as many people as possible. It is also important to ensure the stakeholder mapping and engagement plan is comprehensive so we can keep all stakeholders (including both TfL and Arriva employees) involved in the process and those that might not have direct input - informed / abreast about progress. SM asked RJ to confirm who from Arriva internal comms needs to be included onto the comms subgroup **(ACTION)**.



- 2.7 SD requested for a copy of the DNCO engagement plan / schedule of when we would get to staff, and customers, which stations were covered and how many people DNCO spoke to, to be shared with her for Andy Lord's (AL) benefit as AL had shown an interest in seeing this when it was initially discussed. EBo to ensure this is added to the Governance checkpoints schedule **(ACTION)**.
- 2.8 It was noted a decision has not yet been made on sticking with one word names for the lines. CN took an action to set up a meeting with JH and DNCO to enable JH to brief them on the design approach **(ACTION)**.
- 2.9 RG requested for a copy of the DNCO station visit to be shared with her so she can cascade this to Arriva colleagues at the stations for their awareness. It was noted a letter of authority will be issued to DNCO colleagues who will be asked to always have this letter with them whilst on these visits. EBo to share a copy of the letter of authority with RG as well as the schedule for the station visits once received **(ACTION)**.
- 2.10 A brief discussion re the need to issue any customer comms re the work that DNCO is about to do etc. resulted that, it would be best to issue such comms when there's a decision point for customers, or a need to ask our customers for their feedback. With this in mind, CC advised it would be useful to have a reactive line should the Contact Centre be asked by customers re this to ensure the appropriate response. It was noted the FAQs will be shared with CC once approved. PC to share **(ACTION)**. The FAQs is currently with AL for his approval after which it will be shared with City Hall.

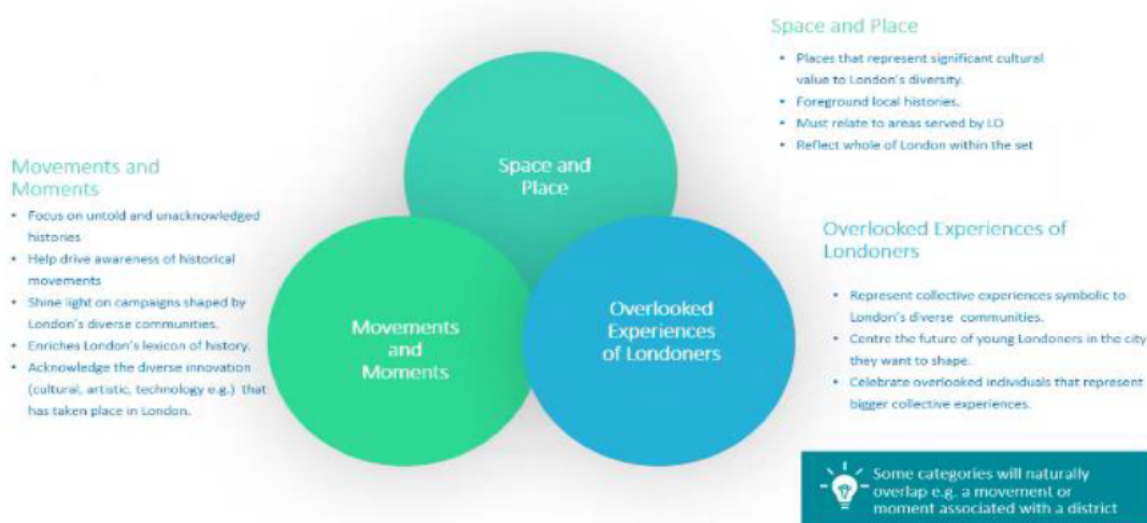
3. Update on naming principles from Commission for Diversity in the Public Realm Meeting

- 3.1 SM advised the engagement themes for the naming principles were presented to the Commission for Diversity in the Public Realm on Tuesday 16 May and some feedback received was for the project team to be pragmatic around the names and bear in mind the length of the names, its ease to pronounce, spell, and understand – but not allowing this to discriminate against any type of names just because it is viewed as being difficult to pronounce or spell. The team should also factor into the naming how names will sound over the PA systems and whether it is recognisable, and the ability to distinguish it from other lines to avoid duplication/confusion.
- 3.2 It was noted the Commission for Diversity in the Public Realm is a group of people who have put themselves forward through an application process to become Commissioners, bringing lots of expertise to the table – with some being architects, people from the art world, the academics world etc. One of their aims is identifying projects and initiatives across London that will help to improve diversity in the public realm.
- 3.3 SM presented to the group the principles / framework for the naming of the lines which was developed by working with a subgroup of five of these Commissioners. This framework can be found below and it's to be adopted by DNCO to inform the engagement discussions.



Engagement themes

Early engagement with the Diversity Commission has led to the development of a number of concepts & categories



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3.4 It was noted that although the above engagement themes have received general consensus to be taken forward– with SM adding the project team is due to go back to the Commission for Diversity in the Public Realm group on 03 October for a progress update.

3.5 SM took an action to add the DiPR update into the FAQs document (**ACTION**).

3.6 It was noted the need to protect intellectual property relating to the new names is another factor that will be built into the naming principles.

4. Emerson Park Site Visit / Design Validation Exercise

4.1 BW fed back on the visit to Emerson Park station, the objective of which was to put up some mock-ups on the platform to validate the on-platform experience for customers, test out two of the preferred design options for wayfinding/signage and look at the benefits of adding the new line name and colour to the platform roundels into scope.

4.2 BW showed the group some of the pictures taken on the day when the mock-ups were put up and said these (the vinyl mag sheets) will be on display on the 8th floor of Endeavour Square in the Horseshoe area on Thursday afternoon between 15:00 - 16:00 for viewing.

4.3 It was noted smaller non interchange stations like Emerson Park would have smaller signage work done to them but there will also be a piece of work looking at every customer journey from preplanning all the way through to continued journey and looking at all of the different touch / pain points and that this will be led by BW. SM added another piece being looked at is also the EqIA and added BW has drafted this and will be taking it to the Inclusive Transport Forum and then IDAG for their feedback.

4.4 With the three line designs that were shown to the group, BW said option A and B were discounted as there were some confusion with showing two separate, parallel lines running alongside each other when tested with customers and option B also caused some confusion and feedback was that it felt more Underground, than London Overground. It was noted Option C was selected as the preferred option as customers found it easy to follow and felt familiar with it due to the single-colour design mirroring the Underground maps.



- 4.5 JH mentioned the reason for having Option A and B were to see how we could retain the orange as part of the design for the mapping products but at the end was not favoured by customers and also didn't work with some of the other products such as the pocket Tube map and some of the digital products and actually added extra complexity defeating the objective of this project.
- 4.6 It was noted the below line colours that were presented to the group are still work in progress and not the definitive colours as there is a need to do further assessment to test out interchanges with other LU lines on the map to avoid any colour clash / same or similar shades being used which will again cause further confusion for customers. There is also a need to test out how the agreed colours will look like when printed on vinyl materials versus vitreous enamel before any decision is made on colours.
- 4.7 PSE flagged the need to also bear in mind the National Rail parallel lines and the various colours as part of the design approach.



5. Integrated Deck

- 5.1 JD introduced the Integrated deck to the group and requested for all to have a look and complete any area(s) that may have been assigned to them with the high-level scope / deliverables of their area and what the key risks and issues are.
- 5.2 The link to the Integrated deck is as follows [OVG Line naming Integrated deck v1 MASTER.pptx](#) and the deadline for all areas to update it by is Friday 16 June 2023 (ACTION).



5.3 JD advised the objective of putting in place this Integrated deck is to have one source of the truth that can be used as a reference point where people can copy information from for briefings, and get a good overview of the project, its high-level deliverables / milestones and their timelines.

6. Project Approach / Structure

6.1 EBo informed the group she has carried out some desktop analysis and has started putting in place the core project artefacts that are required and highlighted the followings, a) Key Decisions Schedule / Governance schedule to track all upcoming key decisions / checkpoints. b) Decisions Log – to log key decisions that are about the project c) Actions Log for this group and other forums for this project, and d) a finance tracker.

6.2 EBo requested for workstream leads to make her aware as and when they raise any orders to this project's budget line, or identify any costs that they believe should be in the remit of this project.

6.3 EBo mentioned there is also a risk and an issues log for the project and took an action to share this with the group (**ACTION**) and added her focus over the coming weeks will be towards the drafting of a Project Initiation Document and starting to pull together the project plan for which she has started reaching out to all the various workstream leads for their inputs as there is a need to understand their deliverables and break these down to manageable tasks / activities with delivery dates and assign owners.

6.4 BW highlighted a risk around the procurement piece for the design and signage workstream and explained the team was not getting the traction that was required re this activity due to some resource constraints within the commercial team but this has since improved and the team will escalate should it become a concern again. EBo to add to the risk register (**ACTION**).

7. AOB

7.1 SM mentioned we going to start issuing out agendas for this meeting going forward along with actions from the meeting and will be reviewing the risks and issues, and once the project plan is in place use it to drive updates at the meeting etc. and asked the group to go to EBo as the first of contact for the project from now on.

7.2 DS and SD highlighted a need to ensure there is a clear instruction / outline in Board packs when decisions are being sought, or when there is a need to obtain decisions from AL. It's important that the packs / papers are made clear if they're for awareness, if decisions are required etc. and they're also made aware how the decision should be communicated to the project team i.e. email detailing the decision, minutes from the meeting where the decision was made, an extract of the minutes etc. EBo, CN and SM to action (**ACTION**).

7.3 The link to listen to the recording from this meeting can be found here in the meeting folder [20230518](#).

Date & Time of Next Meeting

The date of the next meeting was noted as 01 June 2023, 10:00 – 11:00 via Microsoft Teams.