

Agenda

**Meeting: Customer Service and
Operational Performance Panel**

Date: Wednesday 23 September 2020

Time: 10.00am

Place: Teams Virtual Meeting

Members

Dr Mee Ling Ng OBE (Chair)

Anne McMeel

Dr Alice Maynard CBE (Vice-Chair)

Dr Lynn Sloman

Bronwen Handyside

How decisions will be taken during the Covid-19 emergency measures

To maintain social distancing in the current circumstances, the meeting will be held by videoconference or teleconference. The meeting remains open to the public, except for where exempt information is being discussed as noted on the agenda, as it will be webcast live on the [TfL YouTube channel](#).

A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Jamie Mordue, Secretariat Officer; telephone: 020 7983 5537; email: v_JamieMordue@Tfl.gov.uk.

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 15 September 2020

Agenda
Customer Service and Operational Performance Panel
Wednesday 23 September 2020

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interest

General Counsel

Members are reminded that any interests in any matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Joint Meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel held on 10 June 2020 (Pages 1 - 6)

General Counsel

The Panel is asked to approve the minutes of the joint meeting of the Panels held on 10 June 2020 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 7 - 14)

General Counsel

The Panel is asked to note the updated actions list.

5 Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19 (Pages 15 - 44)

Managing Director Customers, Communication and Technology

The Panel is asked to note the paper.

6 Enhanced Approach to Public Engagement and Local Advocacy - a Focus on the London Streetspace Programme (Pages 45 - 72)

Director City Planning

The Panel is asked to note the paper.

7 Assisted Transport Services Update (Pages 73 - 86)

Managing Director Surface Transport

The Panel is asked to note the paper.

8 Bus Services to London's Hospitals - 2020 Update (Pages 87 - 94)

Managing Director Surface Transport

The Panel is asked to note the paper.

9 Members' Suggestions for Future Discussion Items (Pages 95 - 98)

General Counsel

The Panel is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward programme and for informal briefings.

10 Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

11 Date of Next Meeting

Wednesday 18 November 2020 at 10.15am.

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Transport for London

Minutes of a Joint Meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel

**Teams Virtual Meeting
10.00am, Wednesday 10 June 2020**

SSHR Panel Members

Kay Carberry CBE (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Bronwen Handyside
Dr Mee Ling Ng OBE
Mark Phillips

CSOP Panel Members

Dr Mee Ling Ng OBE (Chair)
Dr Alice Maynard CBE (Vice Chair)
Bronwen Handyside
Anne McMeel
Dr Lynn Sloman

Other Board Members

Cllr Julian Bell

Executive Committee

Staynton Brown	Director of Diversity, Inclusion and Talent
Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Andy Lord	Managing Director, London Underground and TfL Engineering (from Minute 24/06/20)
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Managing Director, Surface Transport (Minutes 19/06/20 to 25/06/20)
Tricia Wright	Chief People Officer

Present

Jonathan Fox	Director, Rail & Sponsored Services (from Minute 24/06/20)
Stuart Reid	Travel Demand Management Programme Director
Mike Shirbon	Head of Integrated Assurance
James Varley	Secretariat Officer

19/06/20 Apologies for Absence and Chair's Announcements

As TfL did not benefit from the temporary changes to local authority meetings included in the Coronavirus Act 2020 (the Act), this was not a formal joint meeting of the Panels but was run as if the Act applied, as far as possible. The papers had been published in advance and the meeting was recorded and released on TfL's YouTube channel.

No apologies for absence had been received from Members. Shirley Rodrigues was unable to attend and the availability of Andy Lord, Jonathan Fox and Gareth Powell was noted.

The Chair reminded those present that safety was paramount to TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting. Members confirmed there were no safety matters they wished to raise other than those to be discussed on the agenda.

Members and staff present expressed their condolences to the families of the 43 colleagues from TfL and partner organisations who had passed away in service. TfL was doing everything it could to support the families of those who have died and would continue to do so.

Members expressed their thanks to TfL staff for the work being done in the challenging conditions that had been created by the Covid-19 pandemic.

20/06/20 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no interests that related specifically to items on the agenda.

21/06/20 Minutes of the Meetings of the Safety, Sustainability and Human Resources Panel held on 12 February 2020 and the Customer Service and Operational Performance Panel held on 27 November 2019 and 27 February 2020

The Chairs, in consultation with the Panels, approved for signing the minutes of the meetings of the Safety, Sustainability and Human Resources Panel held on 12 February 2020 and the Customer Service and Operational Performance Panel held on 27 November 2019 and 27 February 2020.

22/06/20 Matters Arising

There were no matters arising from the minutes of the previous meetings.

23/06/20 Quarterly Safety, Health and Environment Performance Report

Lilli Matson, Andy Lord and Gareth Powell introduced the report, which provided an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 4 2019/20 (8 December 2019 – 31 March 2020). Although the Covid-19 pandemic and its effects commenced prior to the end of the quarter, the most significant impacts did not occur until after 31 March 2020.

To date, 43 people who worked for or were contracted to work for TfL were believed to have died of coronavirus infection, 29 of whom were bus workers. TfL was doing all it could to support their families and would continue to do so. The Sarah Hope Line and bereavement counselling services had been made available and work would take place to ensure the services were culturally appropriate to reflect the diversity of those who had been affected. The TfL Board had sent its condolences to the families of the deceased.

Outside the quarter, a customer fatality had occurred on the Bakerloo line at Waterloo station. TfL was working closely with the Office of Rail and Road, Rail Accident Investigation Branch and British Transport Police who were undertaking investigations into the incident.

During the period, there had been a six per cent overall reduction in customer injuries against the same period in the previous year. There had been an increase in injuries on Rail, which was associated with higher staffing levels and improved reporting procedures.

The number of people killed on London's roads had increased from 26 for Quarter 4 2018/19 to 33 for the Quarter 4 2019/20. The quarter had, however, seen a reduction in the number of people seriously injured which was attributable to the decrease in traffic that had commenced in February 2020 before the lockdown had taken effect. As roads had seen a reduction in usage, there had been an increase in the number of incidents that were speed-related and mitigating actions were being taken to address this.

Staff absence was 5.2 per cent for the quarter. As part of the funding agreement from government, sickness absence levels would be reported to the Department for Transport on a regular basis.

Members noted the impact of the coronavirus pandemic on bus drivers and bus staff. Work was taking place to improve facilities for drivers, particularly in terms of rest areas. TfL also recognised that restrictions on passenger loading had the potential to cause conflict between drivers and customers. Data was being gathered to assist with a strategy for mitigation and enforcement staff were being deployed to support drivers, including the roll out of body worn cameras. Workplace violence was unacceptable and TfL would continue to press for strong penalties for assault of its staff.

Demonstration of a robust fatigue management process remained a key principle of the bus operator tendering process and the Safety, Sustainability and Human Resources Panel would receive an update on the matter in due course. **[Action: Gareth Powell]**

Members requested that air quality data be reviewed to understand the impact of the lockdown and to see how it could be used to inform planning going forward, particularly in encouraging greater levels of walking and cycling in the recovery phase.

Members noted the paper.

24/06/20 Update on TfL's Safety and Health Response to Covid-19

Lilli Matson and Stuart Reid introduced the item, which provided an update on the non-operational response from the Safety, Health and Environment (SHE) function to the coronavirus pandemic.

Following on from an organisational change programme, a new SHE function had been launched at the beginning of April 2020. The new function had demonstrated itself to be strong and resilient in the face of the challenges arising from the public health situation.

Research had highlighted the disproportionate effects on Covid-19 on BAME communities. TfL was focussing on activities to implement mitigating actions and protect staff as much as possible. The output of research undertaken by University College London to assist would help inform this work.

It was understood that there were, and would continue to be, mental health implications arising from Covid-19. Support was being provided to staff and access to the service was being promoted across the organisation.

The travel restrictions had resulted in significant improvements in air quality, as well as a modal shift with increased rates of walking and cycling. The Planning directorate was investigating ways of locking in the benefits as the recovery phase commenced.

Parliament was set to introduce new legislation relating to customer behaviour on public transport. TfL was updating the conditions of carriage and messaging was being rolled out to ensure customers behaved appropriately and wore face coverings where required. Messaging would be clear and easy to understand. Compliance activities would take place where necessary.

Staff would receive additional training to address recent rises in hate crime related to Covid-19 and an update would be given to Mee-Ling Ng. **[Actions: Staynton Brown]**

Members suggested that TfL give consideration to being more proactive in its management of the health environment on its network; this included introducing policies and procedures of its own rather than taking instruction from Public Health England or the Government. It was noted that the overall approach used towards the Covid-19 pandemic was broadly similar in most countries and that differences in policy tended to be marginal.

The opportunity for TfL to assist in the 'track and trace' programme, through access to data from the ticketing system, would be investigated. **[Action: Shashi Verma]**

Members noted the paper.

25/06/20 Human Resources Quarterly Report

Tricia Wright introduced the item, which provided an overview of key Human Resources-led activities and statistics from Quarter 4 2019/20 (8 December 2019 – 31 March 2020), as well as activities that had taken place to support TfL staff during the Covid-19 outbreak.

The current priority for the Chief People Officer's directorate was keeping customers and staff safe. The Covid-19 pandemic had resulted in further work taking place to monitor mental health and wellbeing, as well as updating policies to avoid disadvantaging staff who had to stay at home to protect others.

Support was being provided to furloughed staff, particularly in connection with their return to work. Staff surveys were taking place to understand the experiences of staff including

those who had been furloughed. A Social Impact Steering Group had been formed and would help inform the recovery plan.

Significant numbers of staff were working from home during the lockdown phase. Measures were being introduced to ensure that staff had appropriate equipment and were working in a suitable environment.

Support to staff was also being provided as the recovery phase commenced. This involved updating the People Strategy and associated programmes, understanding that communication channels had changed and adapting process to the new ways of working. The Panel would be given an update on plans for the Accommodation Strategy for staff returning to the work. **[Action: Tricia Wright / Shashi Verma]**

The return to office working for staff currently working from home would be consistent with general travel advice, with consideration being given to applying principles of travel demand management to stagger start and finish times where possible.

When the medium and long terms effects of Covid-19 were understood, work would take place to ensure this was included in TfL's occupational health planning.

Members noted the paper.

26/06/20 Rail Accident Investigation Branch Annual Report

Lilli Matson and Stuart Reid introduced the item, which provided a summary of the key points from the Rail Accident Investigation Branch Annual Report, published in May 2020.

Members noted the paper.

27/06/20 Coronavirus Customer and Communications Update

Vernon Everitt introduced the item, which set out TfL's extensive communication and stakeholder engagement campaigns in response to the Covid-19 pandemic.

The protection of staff and customers was TfL's priority. This had been a period of extensive change and as the recovery phase begun, TfL needed to be in a position to provide a safe and sustainable restart.

Customer metrics had been positive and social media activities had been successful. The Customer Service and Operational Performance Panel would receive an update on the impact of the social media activities as well as more segmented data from customer surveys. **[Action: Vernon Everitt]**

Travel demand management was essential as part of the recover phase and needed to be supported by clear communication to give customers confidence in the network. Active travel was being promoted and Streetspace enhancements that had been introduced would continue to be rolled out. The importance of capturing benefits and embedding them in future activities was paramount.

TfL staff remained in close contact with Borough Education Officers to ensure the re-opening of schools could be managed effectively and any necessary risk mitigating actions implemented.

Members expressed appreciation for the work of the Customers, Communications and Technology directorate in ensuring communication with customers was both clear and effective.

TfL had taken part in the Department for Transport consultation on the use of electric scooters and, in response to a request, Alice Maynard would receive a briefing on the input from Michael Hurwitz. **[Action: Vernon Everitt]**

Members noted the paper.

28/06/20 Any Other Business the Chair Considers Urgent

There was no urgent business.

29/06/20 Date of Next Meeting

The next scheduled meeting of the Safety, Sustainability and Human Resources Panel would be held on Wednesday 9 September 2020 at 10.00am.

The next scheduled meeting of the Customer Service and Operational Performance Panel would be held on Wednesday 23 September 2020 at 10.00am.

30/06/20 Close of Meeting

The meeting closed at 12.40pm.

Chair: _____

Date: _____

Customer Service and Operational Performance Panel



Date: 23 September 2020

Item: Matters Arising and Actions List

This paper will be considered in public

1 Summary

1.1 This paper informs the Panel of progress against actions agreed at previous meetings.

2 Recommendation

2.1 **The Panel is asked to note the Actions List.**

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Notes of the Panel informal discussion on 27 February 2020

Minutes of meeting of the Joint Panel meeting on 10 June 2020

Contact Officer: Howard Carter, General Counsel
Number: 020 3054 7832
Email: HowardCarter@tfl.gov.uk

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**Customer Service and Operational Performance Panel Actions List
(Reported to the meeting on 23 September 2020)**

Appendix 1

Actions from the meeting held on 10 June 2020

SSHPR Minute No.	Description	Action By	Target Date	Status/note
27/06/20 (1)	Coronavirus Customer and Communications Update CSOPP would receive an update on the impact of the social media activities as well as more segmented data from customer surveys	Vernon Everitt	23 September 2020	Complete. On forward plan.
27/06/20 (2)	Coronavirus Customer and Communications Update Alice Maynard would receive a briefing on the input into the DfT consultation on electric scooters from Michael Hurwitz.	Vernon Everitt	23 September 2020	Complete. A briefing has been scheduled and an update will be given at the meeting.

Actions from informal meeting of the Panel held on 27 February 2020

Minute No.	Item/Description	Action By	Target Date	Status Note
Informal meeting 27 Feb 2020	Customer Journey Modernisation The Panel asked for an update to be provided to the September meeting of the Panel.	Jon Fox	September 2020	Complete. Members will be provided with an update following the September 2020 meeting.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status Note
44/11/19 (1)	<p>Quarterly Customer Service and Operational Performance Report – Platform Train Interface</p> <p>A trial of safety enhancements to the train/platform interface would take place at Ealing Common Depot, before potentially being installed at Baker Street station. Members were invited to view the enhancements.</p>	Andy Lord	NA	The current trial has been paused. An update will be provided to members if a decision is made to restart the project.
44/11/19 (5)	<p>Quarterly Customer Service and Operational Performance Report – Injuries on TfL Rail</p> <p>A greater percentage of injuries were recorded on TfL Rail, rather than London Overground, DLR and Trams. The Panel would be provided with a note, once the reason had been ascertained.</p>	Andy Lord	September 2020	Complete. An update will be provided at the September 2020 meeting.
44/11/19 (7)	<p>Quarterly Customer Service and Operational Performance Report – Taxi and Private Hire KPIs</p> <p>Members asked if the key performance indicators reflected what was important for the customer. A paper would be provided to a future meeting on potential changes to the KPIs for the quarterly report.</p>	Helen Chapman	November 2020	<p>As a result of Covid-19, measures were put in place to manage critical licensing activities in accordance with our statutory obligations. The taxi and private hire contact centres were closed in March 2020, owing to the lockdown, and an email-based customer service offering was implemented.</p> <p>A partial telephony service is now being offered to support our vehicle licensing service and Driver Assessment centre, as part of our overall recovery. Driver and operator licensing enquiries continue to be managed via email.</p>

Minute No.	Item/Description	Action By	Target Date	Status Note
				<p>Work is ongoing to consider how the contact centre and KPIs can support users going forward, particularly in the post-Covid-19 environment.</p> <p>Members will be provided with a briefing note prior to the November 2020 meeting.</p>
46/11/19 (1)	<p>River Operations – future options on Woolwich Ferry</p> <p>The Panel requested an update paper to its next meeting on the future options for the operation of the service, which was due to end at the end of March 2020, including the work that had been undertaken to mitigate reliability risks.</p>	Jon Fox	September 2020	Complete. Members will be provided with an update following the September 2020 meeting.
46/11/19 (2)	<p>River Operations – Rotherhithe to Canary Wharf crossing</p> <p>An update would be provided to the Panel in early 2020 on future key dates and options for the Crossing.</p>	David Rowe	-	Work on the crossing has been paused whilst TfL focuses on recovery of services following the Covid-19 pandemic and the need to secure longer term funding from central Government to support our operations and infrastructure needs.
47/11/19 (1)	<p>Assisted Transport Services – Biannual update paper</p> <p>The Panel requested that the biannual update paper on Assisted Transport Services include: what TfL was doing on accessibility in the context of London's wider development; status updates on ongoing projects; what provisions were in place for when things did not go to plan, whether the issue was with TfL or the customer; and what was being done on buses and taxis not stopping for customers.</p>	Gareth Powell	September 2020	Complete. On the agenda for this meeting.

Minute No.	Item/Description	Action By	Target Date	Status Note
47/11/19 (2)	<p>Assisted Transport Services – Bus services to London’s hospitals The Panel requested that the annual paper on ‘Bus Services to London’s Hospitals’ include the links between buses, assisted transport services and hospitals, with analysis on how people use the services and where there were gaps. The paper would also address how TfL might improve the experience for customers that tried to book services but the booking system would not allow them to book if incorrect information had been accidentally input.</p>	Gareth Powell	September 2020	Complete. On the agenda for this meeting.
48/11/19	<p>Member Suggestions for Future Discussion Items – Customer Journey Modernisation Members requested that further updates on the Customer Journey Modernisation Programme be provided twice a year.</p>	Jon Fox	September 2020	Complete. Members will be provided with an update following the September 2020 meeting and listed on the Panel’s forward plan.
18/06/19 (4)	<p>Quarterly Customer Service and Operational Performance Report – active travel A paper on the difference in active travel between boroughs would be provided to the Panel.</p>	Alex Williams	November 2020	<p>On forward plan. TfL continues to collect data on the differences between boroughs on active travel and the impact of the Healthy Streets Check for Designers.</p> <p>An update will be provided once enough data is available, with all future updates included in the annual update to the Safety, Sustainability and Human Resources Panel.</p>

Minute No.	Item/Description	Action By	Target Date	Status Note
17/06/19 (2)	<p>Matters Arising and Actions List – shared use bus boarders</p> <p>The results of the research into shared use bus boarders, undertaken at Enfield, Waltham Forest, Kingston and Camden, would be shared with Members once they had been finalised.</p>	Andrew Summers	November 2020	TfL is awaiting the results from three types of survey: video surveys; intercept surveys; and views recorded on accompanied visits. The results will be shared with the Panel once analysis has been conducted.
19/06/19	<p>Healthy Streets Check for Designers</p> <p>The Panel requested that the impact of the HSCD be included in the detailed analysis of the difference in active travel between boroughs (action 18/06/19 (4)).</p>	Alex Williams	November 2020	Please refer to action 18/06/19 (4)).
22/06/19	<p>TfL and Metropolitan Police Vision Zero Action Plan – Junior Roadwatch</p> <p>Members would be invited to participate in a Junior Roadwatch.</p>	Siwan Hayward	2021	Members will be invited to attend a Junior Road Watch when its programme has been determined. This is likely to be in 2021.
07/02/19 (3)	<p>Strategic Overview of Cycling in London – annual update</p> <p>An annual update to be scheduled in the Forward Plan.</p>	Secretariat / Director City Planning	November 2020	On forward plan. This is will be provided when a more comprehensive data is available

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Customer Service and Operational Performance Panel



Date: 23 September 2020

Item: Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper and accompanying presentation is to inform the panel of TfL's extensive communication and stakeholder engagement to enable London's recovery from Covid-19.
- 1.2 This paper covers the period from Monday 1 June – Monday 31 August 2020.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 As London emerges from lockdown, more people are returning to public transport. To enable and support this, including spreading demand to facilitate social distancing, we have:
 - (a) run continuous campaigns on safety, cleanliness, new requirements (e.g. face coverings) and running a full service, reaching millions of people;
 - (b) shifted customer information to reassure customers on 'crowding' and promoting 'quiet times' to help spread demand and enable social distancing;
 - (c) worked with business, retail, attractions, culture and restaurants to stagger hours and enable flexibility to avoid 'crowding';
 - (d) prepared the network for the return to offices and schools, including safe and sustainable travel; and
 - (e) promoted active travel, including through Streetspace.

List of appendices to this report:

Appendix 1: Update on Customer Services and Operational Performance

List of Background Papers:

None

Contact Officer: Vernon Everitt, Managing Director, Customers, Communication and
Technology
Number: 020 3054 7167
Email: vernoneveritt@tfl.gov.uk

Communication and
Stakeholder Engagement:
Enabling the recovery
from Covid-19
23 September 2020

Appendix 1

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Context

- As London emerges from lockdown, more people are returning to public transport. To enable and support this, including spreading demand to facilitate social distancing, we have:
 - run continuous campaigns on safety, cleanliness, new requirements (e.g. face coverings) and running a full service, reaching millions of people;
 - shifted customer information to reassure customers on 'crowding' and promoting 'quiet times' to help spread demand and enable social distancing;
 - worked with business, retail, attractions, culture and restaurants to stagger hours and enable flexibility to avoid 'crowding';
 - prepared the network for the return to offices and schools, including safe and sustainable travel; and
 - promoted active travel, including through Streetspace.
- This presentation summarises our customer, media and stakeholder communication since Monday 1 June – Monday 31 August 2020.



Safer travel guidance

Tips for travelling safely and how we're keeping public transport clean >

The screenshot shows the Transport for London website interface. At the top, there's a navigation bar with links for 'Plan a Journey', 'Status updates', 'Maps', 'Fares', 'Help & contacts', and 'More'. Below this is a search bar. A prominent yellow banner reads 'Wear a face covering' with the subtext 'You must wear a face covering for your entire journey'. Below the banner is a 'Plan a Journey' section with a 'New' button, 'My Journeys', and 'Recent' tabs. There are input fields for 'From' and 'To', and a 'Plan my journey' button. To the right of the input fields is a promotional image for 'Walk, cycle or scoot' with the text 'Try a more active way of travelling to and from school with the kids'. At the bottom of the screenshot, there's another 'Wear a face covering' notification and a navigation bar with links for 'Campaigns', 'Coronavirus', and 'Safer travel guidance'.

Safer travel guidance

We're doing everything we can to make our network safe, clean and reliable.

- | | |
|--------------------------|-------------------------------|
| ▼ Safety and hygiene | ▼ Bus boarding changes |
| ▼ Travel advice | ▼ School services |
| ▼ Quiet times and places | ▼ DLR selective door boarding |
| ▼ Night travel | ▼ Driving |
| ▼ Service levels | ▼ Accessibility |
| ▼ Tube and rail changes | ▼ More information |



Keeping our customers informed

- Around 70 millions emails sent to customers
- Almost 240,000 visits to coronavirus related webpages
- Unprecedented customer contacts:
 - Over 286,000 calls to our Contact Centre, over 109,000 items of correspondence and 161,000 mentions and private messages across Twitter and Facebook.
 - Processed 36,000 refunds to customers with a value of over £3m.



Dear Miss Long,

Our transport network has returned to good service levels. If you are taking part in the Government's Eat Out to Help Out scheme during the week, then please travel outside the busiest times.

The quiet times to travel on weekdays are between 08:15 and 16:00 and after 17:30.

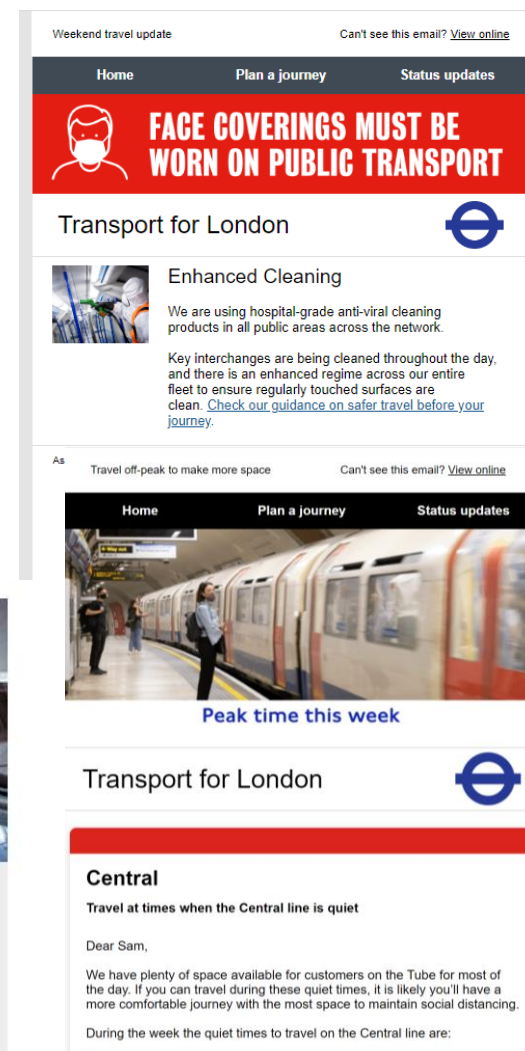
When using public transport, there are a few things we ask you to keep in mind:

- Many local stations have different quiet times. Check how busy any



A safe return to public transport

Transport Commissioner Andy Byford on providing a safe, clean and reliable service



Journey Planner and real time data

- 65 updates to the Journey Planner dataset, available as free open data to third party apps via our unified API
- 954 bus timetable changes and 194 Underground, DLR, River Bus and Cable Car timetables
- Up to 1,100 real time messages live per day dealing with hot spots, revised services, station closures and future works. This is also available as a feed to third parties such as Google


The screenshot shows the Transport for London website interface. At the top, there is a dark navigation bar with the TfL logo and the text 'TRANSPORT FOR LONDON'. To the right of the logo are links for 'Plan a Journey', 'Status updates', 'Maps', 'Fares', 'Help & contacts', and 'More'. Further right is a search bar with the text 'MAYOR OF LONDON' and a search icon. Below the navigation bar is a yellow banner with a speaker icon and the text 'Wear a face covering' and 'You must wear a face covering for your entire journey'. A 'More' button is on the right of the banner. Below the banner is a breadcrumb trail: 'Home > Status updates > Tube, Overground, TfL Rail, DLR & Tram'. The main heading is 'Status updates'. Below the heading is a horizontal menu with tabs: 'Tube, Overground, TfL Rail, DLR & Tram', 'Buses', 'Traffic', 'River Bus', 'Emirates Air Line', and 'National Rail'. Below the menu is a table with three columns: 'Now 14:51', 'This weekend', and 'Future date'. There is a checkmark icon in the first column and a calendar icon in the third column.



Media

- We have issued over 25 proactive press stories and responded to hundreds of enquiries to over 1 200 journalists and media outlets
- 134 statements/media briefings issued
- Over 30 interviews with various broadcast, national, London and international media
- Posted around 120 posts across Twitter, Facebook and LinkedIn.


Press release



TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Thursday 30 Jul 2020

TfL Press Release - TfL celebrates 10 years of cycle hire in London with a record-breaking summer for Santander Cycles



 Transport for London @TfL · 15h

👉 Busiest times 🕒 🚗

05:45-08:15 and 16:00-17:30

If you need to use public transport, if possible, travel when it's less busy

Travel off peak to make more space

🔗 Share this info



0:08 | 2.9K views

8 7 25

 Transport for London @TfL · 10 Jul

Our new Commissioner, Andy Byford has been looking at measures underway to make the transport network cleaner than ever

- 👉 Extensive cleaning regime with hospital-grade cleaning substance
- 👉 Trial of UV cleaning of escalator hand rails
- 👉 1,000 hand sanitiser points



0:03 | 13K views

VOGUE

JULY



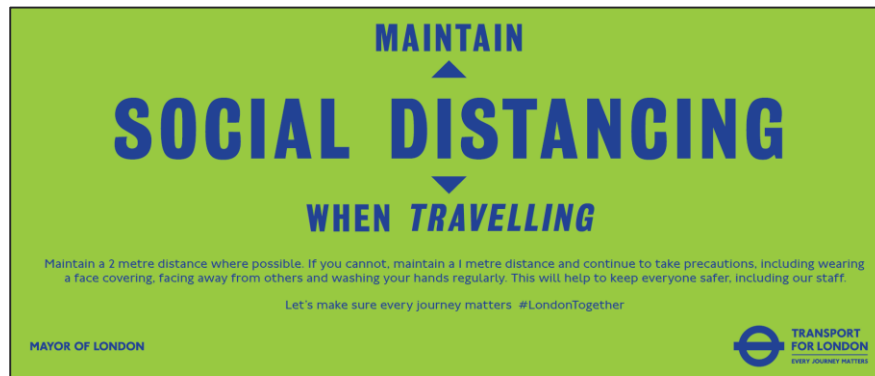
Nargis Howard
LONDON
OVERGROUND
TRAIN
DRIVER

The New
FRONTLINE

Celebrating courage in the face of adversity

Customer communication - advertising

- Over 95 per cent of Londoners have been reached with our information campaign: 8.5 million in Greater London and 13.2 million in the wider London area
- 15 radio advertisements to an audience of 12 million people
- 25 outdoor advertising information campaigns in 85,000 digital panels to an audience of 2.3 million Londoners
- 11,576 in-Train Car Panels, 2,200 advertising placements on the side of buses and 6,000 advertising panels inside buses
- 13 digital banner messages on external websites to an audience of 8.4 million Londoners



Face covering compliance

- 15 June: face coverings became mandatory
- We are seeing compliance at well over 90 per cent
- From 8 June – 12 July 2020, we provided free masks at the busiest Tube and bus stations. Over 80,000 masks were provided in the first week alone (15 – 21 June 2020)
- TfL enforcement scaled up from 4 July – 31 August 2020:
 - 80,668 people stopped until they put on a face covering
 - 5,776 people were prevented from boarding and 1,484 were ejected from the service
 - 350 Fixed penalty Notices have been issued by TfL officers to those refusing to comply





ON
MEANS ON

YOUR FACE COVERING
MUST COVER YOUR NOSE
AND MOUTH

You must wear your face covering at all times when travelling on TfL services, unless you are exempt.

For more information, search TfL Restart Plan.

#LondonTogether

MAYOR OF LONDON  TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

You must wear a face covering on public transport




Please ensure your covering covers your mouth and nose at all times. Some exemptions apply. For these and further information visit tfl.gov.uk/coronavirus

MAYOR OF LONDON  TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS



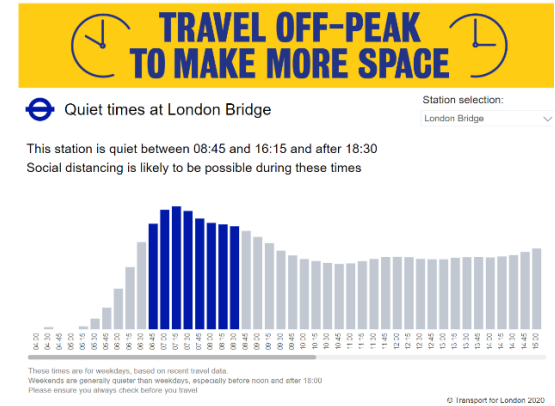
Cleanliness

- Promotion of additional hospital grade cleaning substances that kill viruses and bacteria on contact
- Key interchanges cleaned more frequently - including during the day
- Regular 'touch point' areas on buses, like poles and doors, being wiped down with a strong disinfectant everyday
- Trialled UV cleaning of handrails on escalators
- Installed over 1,000 hand sanitising points
- To provide a welcoming environment, we have:
 - Commenced a summertime 'spring clean' – removed hazard tape and torn posters
 - Re-launched busking, cultural art and music programmes
 - Removed out-of-date advertising



Promoting quiet times

- To help spread demand and enable social distancing we are encouraging Londoners to travel at quiet times
- Sent bespoke, [line-by-line communications](#) to customers who recently travelled during the peak times
- Updated posters at network 'hotpots' and on our website - www.tfl.gov.uk/quiet-times
- Customers can also check the quiet times at their local station and via the TfL Go app



Travel off-peak to make more space

Can't see this email? [View online](#)

Home Plan a journey Status updates

Peak time this week

Transport for London

Northern

Travel at times when the Northern line is quiet

Hi Sue,

We have plenty of space available for customers on the Tube for most of the day. If you can travel during these quiet times, it is likely you'll find a more comfortable journey with the most space to maintain social distancing.

During the week the quiet times to travel on the Northern line are:

Quiet times for weekday Northern line trains

- Until 06:00
- 06:00-07:30
- 07:30-17:00
- 17:00-18:00
- From 18:00

At weekends the quietest times are before 12:00 and after 18:00. Many local stations have different quiet times. [You can check any station at any time of the day using our online tool.](#)

Please remember you must wear a face covering for your entire journey unless you are [exempt](#).

Yours sincerely
Customer Information Team
Transport for London

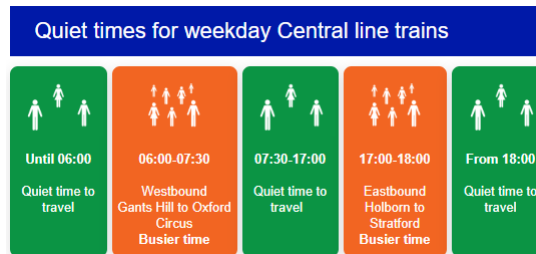
Avoid using this station between 05:45 and 08:15 and 16:00 and 17:30

Avoid travelling at the busiest times. If possible please use existing or newly introduced walking or cycling options.

We are running public transport to help Londoners who need to travel to do so safely and sustainably.

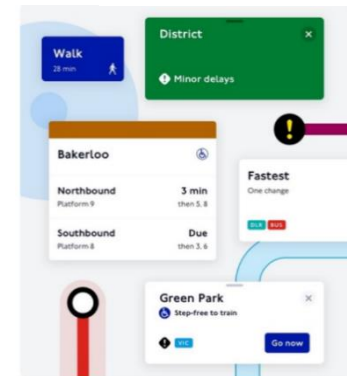
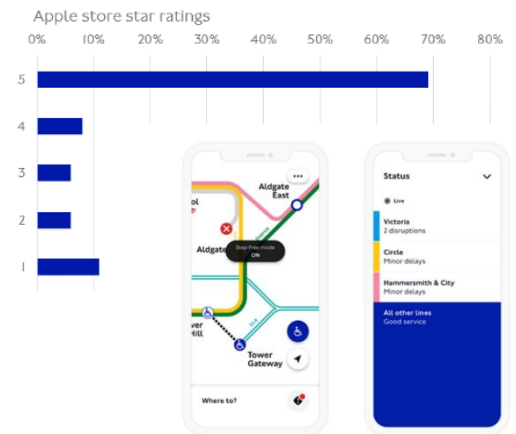
Visit tfl.gov.uk/coronavirus

TRANSPORT FOR LONDON



TfL Go app

- Launched a new journey planning app TfL Go:
 - Enables access to live arrivals, line status, station access information
 - Enables customers to plan their journeys at quieter times outside the peak hours
 - Offers alternative routes and walking and cycling options
 - Improves accessibility information by including a 'step-free' mode to access easy-to-navigate views of all stations with street-to-platform accessibility
 - Compatible with iOS VoiceOver and Dynamic Type capabilities
- Over 32,000 downloads so far
- Rated 4.2 in Apple store, with two thirds of ratings being 5



Return of schools

- On 2 July, Government announced plans for all children to be back to school from September
- It has presented a unique challenge with demand and social distancing measures
- Sent travel advice to over 3,200 schools and colleges and worked with 65 schools identified as being on our busiest bus routes
- Created [dedicated webpage](#) with travel guidance and resources for schools, parents and pupils, including our new [STARS Safer Journey](#)
- Encouraged active travel (walking, cycling and scooting) for trips to and from education settings and how to travel safely
- Reassured parents, pupils and teachers that public transport is clean, well managed and running a reliable service, helping mitigate the risk of a car-based recovery
- Worked closely with Department for Education, Department for Transport and London Boroughs to ensure a joined-up approach

The screenshot shows the 'Travel guidance for schools' page on the Transport for London website. The page includes a navigation bar with links for 'Plan a journey', 'Status updates', 'Maps', 'Fares', and 'Help & contacts'. Below the navigation, there are links for 'Schools & young people' and 'Travel guidance for schools'. The main content area features a heading 'Travel guidance for schools' followed by a paragraph stating the commitment to helping schools reopen safely in September 2020. There are two columns of links: 'Our plans for London's bus network', 'How you can help', 'Use our new STARS Safer Journey Planner', and 'Make the most of Streetspace for London' on the left; and 'Take part in our online Cycle Skills course', 'Participate in STARS', and 'Additional resources' on the right. Below this is a section titled 'Our plans for London's bus network' with a sub-heading 'Around 250,000 school children use London's buses to get to and from school. So, from 1 September until the end of October 2020 we're planning to add over 200 extra buses to the network - across low frequency routes and existing school routes.' Another section titled 'We're also planning to prioritise some of our bus services for school travel' mentions government guidance on seat occupancy. At the bottom, there is a 'See if your route is affected' section with a 'View all' link, a 'Home' button, and a 'Plan a journey' button. A large image shows two children wearing face masks. Below the image is a 'Buses' section with a red circle icon and text about encouraging walking or cycling to school, introducing changes to bus services during term time, and a list of measures including dedicated school buses, additional routes, and traffic reduction measures. It also mentions the 'Streetspace programme' and provides contact information for Claire Mann, Director of Bus Operations.



Return of schools

- Successfully managed to get children back to their schools on time and kept London moving
- More than 220 high-frequency school routes have designated “School Services” before and after school , which are prioritised for children travelling to school
- On some routes around half the buses are “School Services” at peak school times
- 600 series routes (which serve schools) also designated as “School Services”
- More than 230 extra buses added on key routes
- 24/7 operation on more than 80 kilometres of bus lanes across the Transport for London Road Network (TLRN) to make journeys faster and more reliable
- Promoted quieter times on bus routes, popular with children travelling on school mornings: 09:30 - 14:30 and after 16:40



Transport for London



Dear Jon,

We're pleased to announce the launch of our exciting new children's road safety initiative – **The Road Safety Club!**

This engaging programme will help you teach essential life skills to children, as part of our commitment to reduce death and injury on and around London's roads.

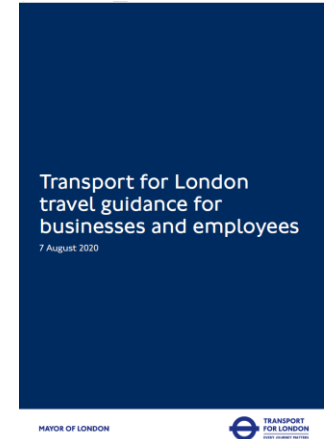
The Road Safety Club helps Early Years settings teach pre-schoolers the basics of road safety in a fun, exciting and easy-to-follow way, along with resources for parents to continue the sessions at home.

A full resource pack is available for nurseries including an activity guide, sticker sheets and sing-along video, as well as interactive activities for you and the class to enjoy together. Expert educators helped to develop the campaign, ensuring it's perfect for young learners.



Return to offices

- From 1 August 2020, employers had more discretion on staff returning to the workplace
- Engaged with office-based businesses, retailers, office workers and the wider public
- Updated [travel guidance](#) for businesses and employees shared with over 4000 businesses
- Shared an Active Travel toolkit with businesses to help them encourage and enable staff to travel to work by bike or on foot
- Held meetings with Heart of London and NWECC BIDS to discuss return to central London
- Encouraged employees to travel at quiet times
- Encouraged employers to stagger start times to spread demand across the day
- Encouraged employers to review their delivery and servicing arrangements and consider retiming, consolidating or more sustainable delivery options



Stakeholder Engagement

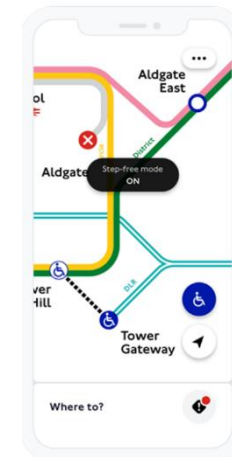
- Delivered a Travel Confidence session with London Vision members
- Facilitated a session with RNIB, London Vision and Guide Dogs
- Facilitated a session with accessibility stakeholders on the new TfL Go app, including with a focus on the step-free information available to customers
- Hosted a TfL Youth Panel session and engaged with more than twenty organisations on the return to schools in September 2020
- Virtual face-to-face discussions had with Youth Panel, Kidscape, Partnership for Young London and Association of Sixth Form Colleges
- Ongoing engagement with the accessibility sector on the London Streetspace programme, including organisations representing the needs of older and disabled people in London



Travel confidence webinar

The [COVID-19 pandemic](#) has had an unprecedented impact on the UK, and London in particular has been transformed in the wake of coronavirus. Way ahead of other UK cities in terms of public transport infrastructure, the capital has long offered disabled Londoners many travel options, and schemes such as [Travel Mentoring](#) and [Turn Up and Go](#) help further enable independent travel. But March 2020 brought a unique situation, and so [Transport for London](#) were asking Londoners to avoid travelling on the network. Many workplaces switched to home working, and Londoners adjusted to spending most of their time in their homes.

As restrictions are gradually eased, offices are beginning to reopen, and many people



Promoting active travel

- Continue to encourage Londoners to walk, cycle and scoot where possible.
- On 23 July 2020, we launched a new online Cycle Skill course to provide basic skills to cycle safely in London and boost confidence.
- Users are rewarded with a 24-hour access code for Santander Cycles, with all 30-minute journeys included.
- Created an Active Travel Toolkit, to help businesses encourage staff to travel to work by bike or on foot, sent to over 850 businesses

TRANSPORT FOR LONDON

Welcome to TfL's online Cycle Skills course

Whether you're new to cycling or just want to brush up on your skills, this course provides easy to follow tips and advice to get you going.

There are four short modules to try. When you've completed them, you will be rewarded with a 24-hour access code for Santander Cycles, with all 30-minute journeys included.

[Read more](#)

Get ready to ride
Tips on getting you and your cycle prepared for the road.

First time on the road
Learn how to start cycling on the road safely and responsibly.

On the road again
Tips to brush up on your cycling skills to give you confidence to get back out on the road again.

Cycling with children
Learn how to cycle in a group with children and adults.

MAYOR OF LONDON

TfL are working to make back-to-school travel safe, comfortable and sustainable for all

national schools partnership

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Dear Zoe,

We have some news from our friends at TfL...

We recognise the important role that London's hard-working teaching professionals are playing in supporting children and young people as they return to schools and colleges full-time this September

**Wind down.
Walk home
from work.**

Bike it. Walk it.
Let's make sure every
journey matters.
#LondonTogether

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

**Enjoy quality
time on your
day out.
Cycle there.**

Let's make sure every
journey matters.
#LondonTogether

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Streetspace - promotion

- More than £30m of Streetspace funding for 860 schemes that will change how people move around the city has already been awarded to 33 boroughs.
- Funded schemes include:
 - 57 Low Traffic Neighbourhoods
 - 437 School Streets
 - 233 town centre schemes
 - 66 strategic cycle routes
 - 175 borough schemes have been completed
 - Department for Transport has also provided £3m directly to London Boroughs



London Transport Museum

- Reopened Acton Town Depot between Wednesday 19 to Sunday 23 and Wednesday 26 to Sunday 30 August 2020
- Families are able to enjoy some of London's most historic transport vehicles over the last 200 years, craft activities and the London Transport Miniature Railway
- Initial success meant capacity has increased by 30 per cent, to 100 visitors per hour.
- On 7 September 2020, the London Transport Museum reopened its Covent Garden site



London Transport Museum Depot
is open this summer!

19-23 and 26-30
August 2020

The perfect family day out this summer

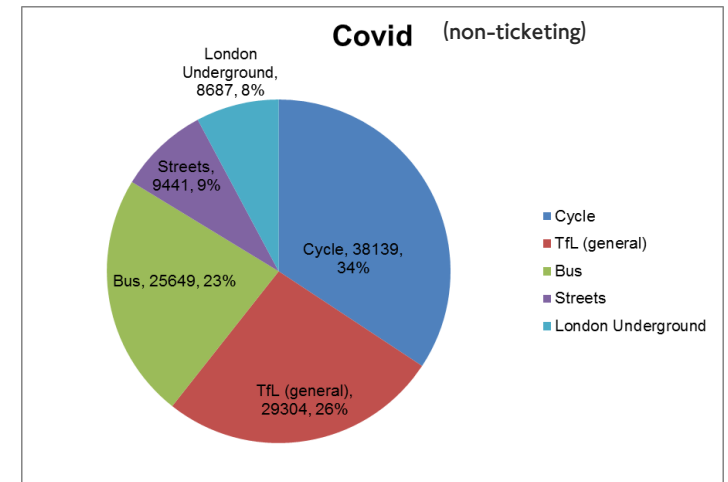
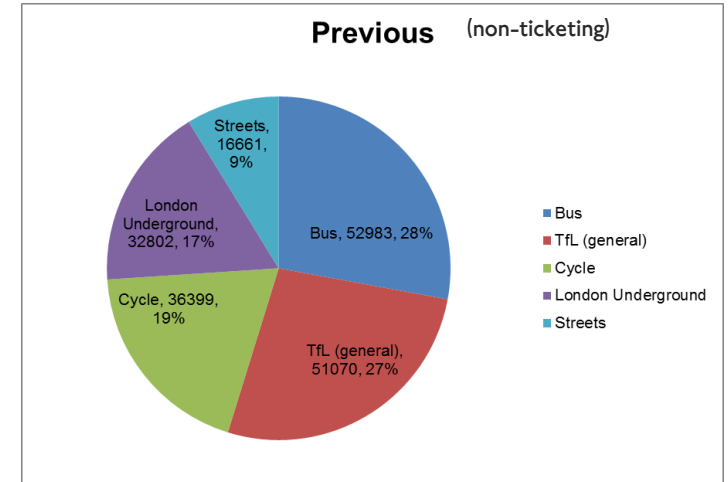
LOCAL RESIDENTS TICKET DISCOUNT

BOOK NOW



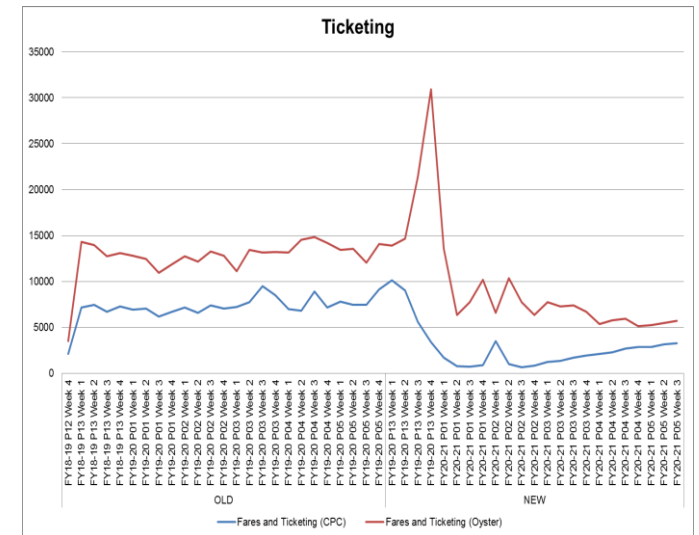
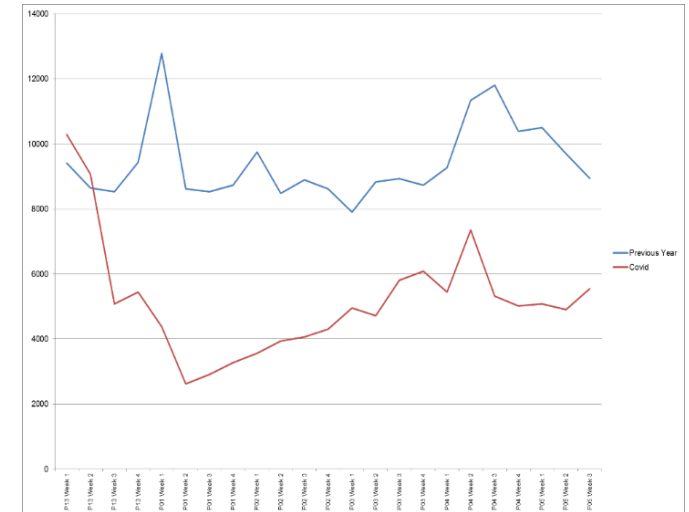
Contact Pre and Post Covid

- Large shift in contacts Pre and Post Covid
- In contrast to the season ticket refund spike, refunds for touching in/out issues have dropped
- Complaints around delays have also dropped, but are beginning to rise again due to return to school and work
- There is a shift in demand on non-ticketing issues:
 - London Underground accounted for 8 per cent of queries compared to 17 per cent previously
 - Cycling has increased from 19 per cent to 34 per cent



Customer contact themes

- Significant decreases in contacts at the beginning of lockdown
- But sharp rise in refunds and Cycling Hire contacts
- We have processed over 75,000 refunds to customers with a value of £9.2 million
- Contacts during lockdown:
 - Season ticket refunds
 - Reduced services/crowding/cleanliness
 - Congestion Charge/ULEZ and TfL's funding
 - Free travel for keyworkers
- Contacts after the ease of lockdown:
 - Face covering
 - Cycle lanes



Customer Metrics

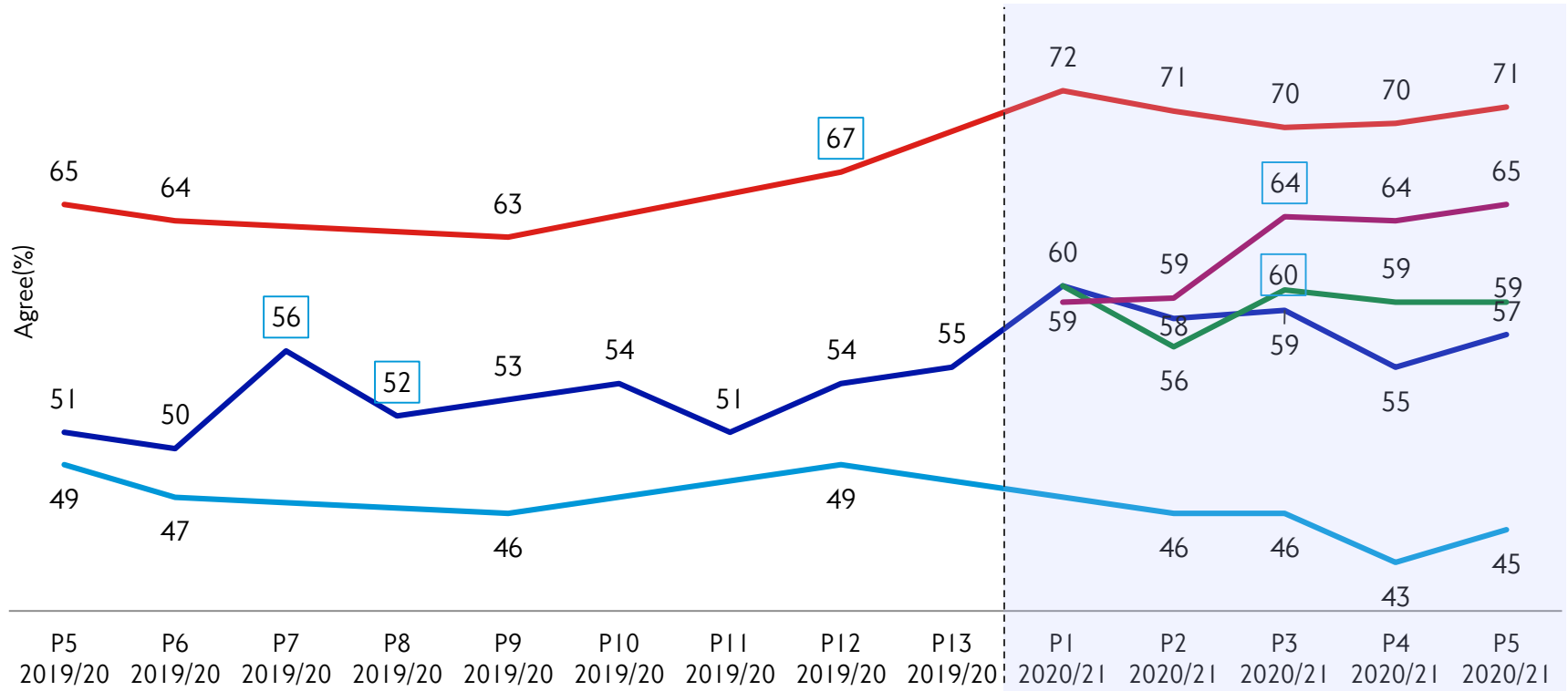
- Our operations have performed well throughout, with safety, reliability and trust scores holding up well
- Londoners appreciate that we have kept London moving during the crisis, transporting key workers during lockdown
- The proportion of Londoners agreeing that TfL cares about its customers stands at 57 per cent agree, higher than before the crisis and ahead of scorecard target
- Customers praise our communications, keeping them up to date with service status, and encouraging people to travel safely, advising them on how to do so. The proportion of Londoners agreeing that TfL is communicating well during the Coronavirus crisis peaked at 70 per cent at the end of Period 5.
- Around six in ten Londoners agree that we are supporting them well during the Coronavirus crisis.



Periodic reputational scores

Covid-19 scores only available from P1

Page 37

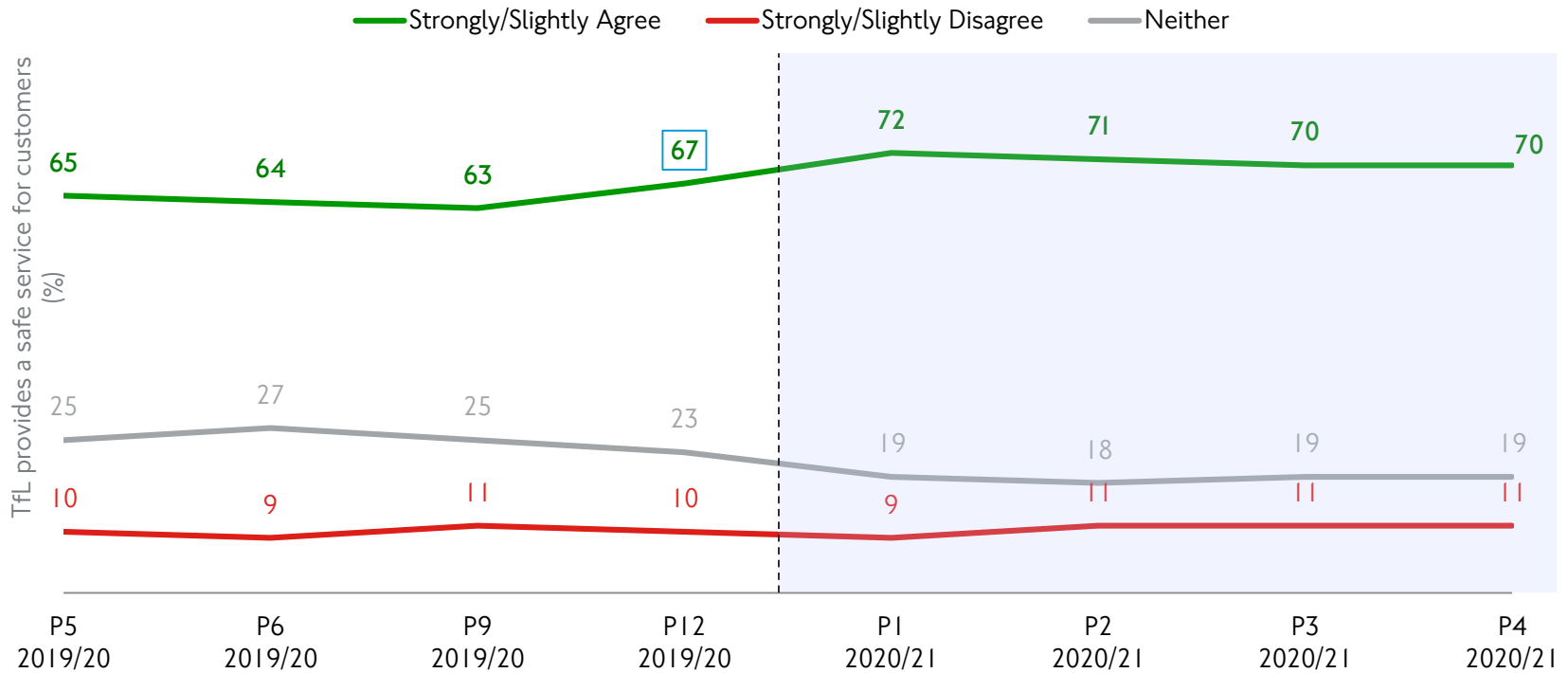


- Care
- TfL provides a safe service for customers
- TfL is supporting Londoners well during the Coronavirus crisis
- TfL is communicating well with Londoners during the Coronavirus crisis
- Momentum (on way up)

□ Significant difference: period on period



TfL provides a safe service for customers



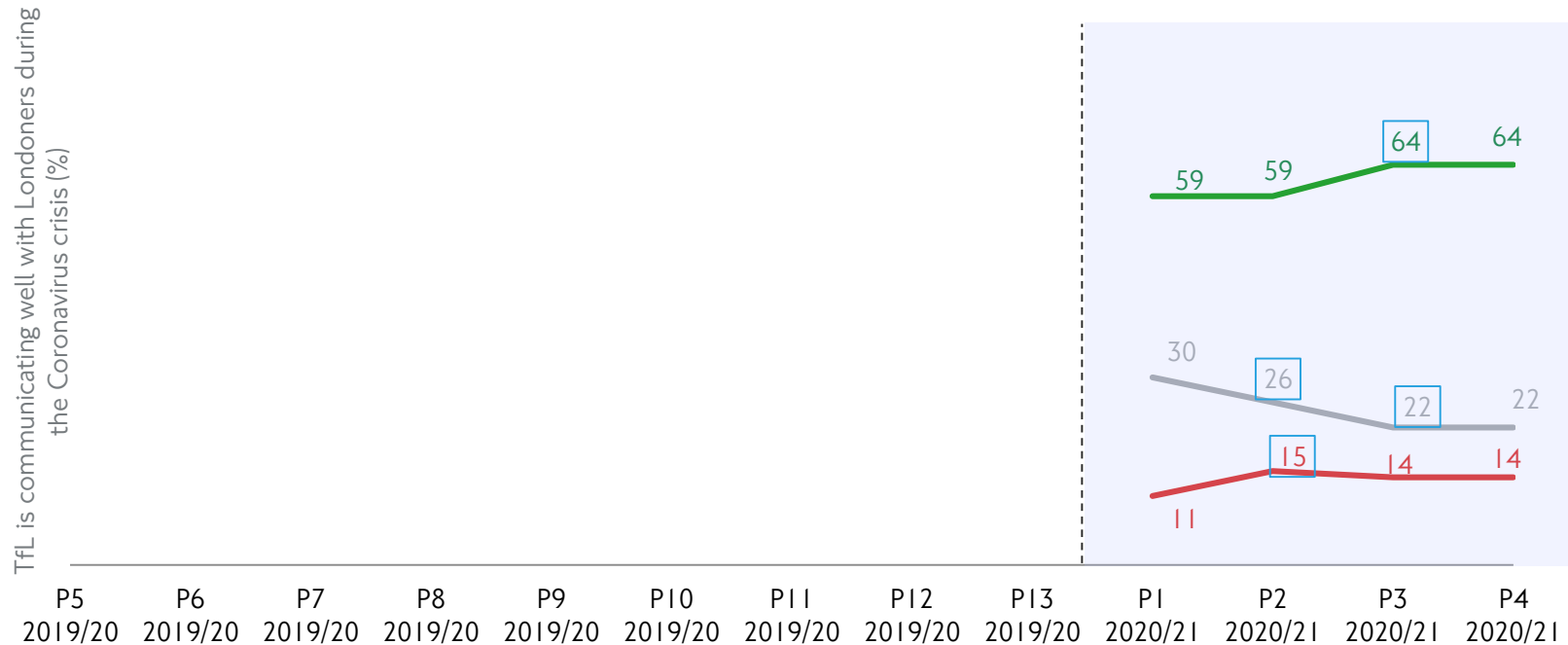
 Significant difference: period on period



TfL is communicating well with Londoners during the Coronavirus crisis

Note – Covid-19 scores only available from P1

— Strongly/Slightly Agree — Strongly/Slightly Disagree — Neither



□ Significant difference: period on period

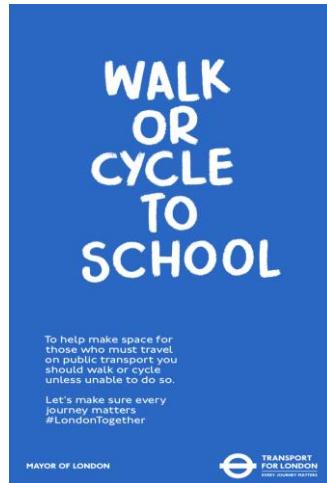


Appendix

Page 40



Encouraging active travel to school




Cleaning our network



Customer Emails - Buses

See if your route is affected Can't see this email? [View online](#)

Home Plan a journey Status updates



Buses

Dear Jon,

As schools return in September, buses, as the most common transport mode for schoolchildren, are likely to see the biggest increase in demand.

To help manage this we are introducing changes to buses during term time on weekdays from 07:30-09:30 and 14:30-16:30 that will help with safe travel:

- dedicating a number of existing buses for school travel only on routes with a frequent service that are likely to be the busiest. These buses will have clear signs to differentiate them from regular bus services and information will be posted at bus stops and [online](#)
- adding over 200 extra dedicated School Service buses on some of the busiest routes with less frequent services. This includes adding buses to existing school bus services. These measures have been prioritised for [routes](#) on which students travel longer distances




[Check to see if your route is affected](#) or [view a full list of bus routes affected](#).


Plan and allow more time for your journeys, if you are travelling by bus during school travel times as you may have to wait longer. Please travel off peak where possible and wear a face covering for the duration of your journey.

[Watch our video to see what other changes we have made to our buses](#) that help safe and sustainable travel.

Yours sincerely,

Claire Mann
Director of Bus Operations


  



MAYOR OF LONDON

See if your route is affected Can't see this email? [View online](#)

Home Plan a journey Status updates



Buses

As schools return in September, we are encouraging everyone to walk or cycle to school wherever possible.

We are also introducing changes to buses during term time on weekdays from 07:30 to 09:30 and 14:30 to 16:30 that will help with safe travel:

- dedicating a number of existing buses for school travel only on routes with a frequent service that are likely to be the busiest. These buses will have clear signs to differentiate them from regular bus services and information will be posted at bus stops and [online](#)
- adding over 200 extra dedicated School Service buses on some of the busiest [routes](#) with less frequent services. This includes adding buses to existing school bus services. These measures have been prioritised for routes on which students travel longer distances
- implementing traffic reduction measures near 415 schools

All children over 11 must wear a face covering when using these services unless they are [exempt](#).

The [Streetspace programme](#) is making walking and cycling easier and safer than ever before. Some 22 School Street schemes (which restricted vehicle access outside schools during drop off and pick up times) have been delivered through the programme so far, with many more due for completion in the coming weeks.

There are no changes to existing free travel arrangements for children and young people in September.

You can [find out more about travelling to school safely on our website](#).

Yours sincerely,

Claire Mann
Director of Bus Operations



Customer Emails – Quiet Times

Page 44



Peak time before lockdown



Peak time this week

Transport for London



Central

Travel at times when the Central line is quiet

Dear Sam,

We have plenty of space available for customers on the Tube for most of the day. If you can travel during these quiet times, it is likely you'll have a more comfortable journey with the most space to maintain social distancing.

During the week the quiet times to travel on the Central line are:

Quiet times for weekday Central line trains



At weekends the quietest times are before 12:00 and after 18:00. Many local stations have different quiet times. [You can check any station .at](#)

Transport for London



Jubilee

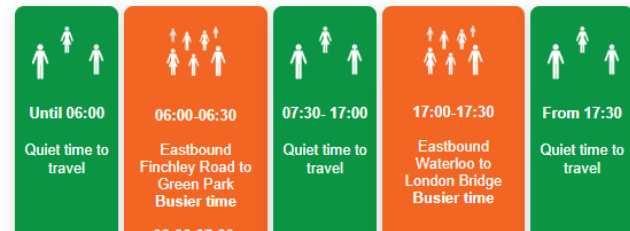
Travel at times when the Jubilee line is quiet

Hi Jan,

We have plenty of space available for customers on the Tube for most of the day. If you can travel during these quiet times, it is likely you'll have a more comfortable journey with the most space to maintain social distancing.

During the week the quiet times to travel on the Jubilee line are:

Quiet times for weekday Jubilee line trains



Customer Service and Operational Performance Panel



Date: 23 September 2020

Item: Enhanced Approach to Public Engagement and Local Advocacy - a Focus on the London Streetspace Programme

This paper will be considered in public

1 Summary

1.1 This paper outlines how we have enhanced our overall public engagement approach in the last two years and applied this to the London Streetspace programme.

2 Recommendation

2.1 **The Panel is asked to note the paper.**

3 Background

3.1 In the past two years we have transformed the way that we engage with communities and stakeholders on the wide-ranging set of policies, programmes and projects that affect them.

3.2 We engage with a huge number of different audiences and have learnt to adapt our methods and approaches to suit their needs. For example, our geographical based engagement teams have built invaluable local knowledge to be able to respond more effectively to community-based issues.

3.3 We made a commitment to engaging earlier with our stakeholders and to responding effectively to feedback that we received. This was clearly demonstrated through the early engagement approach taken around a large package of bus changes in Central London in 2018. This was hugely well received by our stakeholders and allowed us to build an open and honest dialogue throughout the process.

3.4 The London Streetspace Programme (LSP) was devised in response to the Covid-19 crisis. Through necessity, it has been delivered at a pace that has not allowed for pre-delivery engagement. However, we are applying the learnings built up over the past two years to ensure that the communication and engagement for LSP is delivered on an ongoing basis and that schemes are adapted and refined as appropriate, as a result of feedback from communities and stakeholders.

4 Background to the London Streetspace Programme

- 4.1 Along with London's boroughs, we are creating more space for people to safely walk or cycle to make it easier and safer for people to keep up social distancing. This will also have added benefits to:
- (a) help people walk and cycle more often;
 - (b) avoid a sharp increase in car use. If people switch even a fraction of their previous journeys to cars, essential deliveries and emergency services will be gridlocked; and
 - (c) keep London's air as clean as possible to protect everyone's health and to reduce carbon emissions.
- 4.2 If we can secure increased and sustained levels of walking and cycling in our city, and create a green and just recovery, the benefits for London are substantial.
- 4.3 In May 2020, the Department for Transport issued guidance to highway authorities across the United Kingdom for implementing temporary changes to the road network to aid social distancing and provide more cycling facilities. This guidance gave highways authorities more flexibility when using their powers to implement changes using temporary, emergency and experimental traffic orders.

5 Our enhanced and active engagement approach on LSP

- 5.1 This is a unique moment to fundamentally change how people travel around our city, for the better. We are working with stakeholders from every sector to help us understand the impact of Streetspace and ensure the programme truly reflects what our city needs. We must bring London with us and make the case for more walking and cycling together. We will do this by:
- (a) Inform: explain what we are doing and why;
 - (b) Engage and seek input: meeting London's needs;
 - (c) Advocacy: inspiring people; and
 - (d) Consult: ensuring our decision-making is transparent.
- 5.2 This engagement takes place at two levels: at programme-wide level, primarily with strategic stakeholders; and at scheme-level, with local communities.
- 5.3 Consultation will happen before we decide to make a scheme permanent. Any decision to make a scheme permanent will be influenced by our earlier engagement.

List of appendices to this report:

Appendix 1: Enhancing public engagement and local advocacy for Streetspace

List of Background Papers:

None

Contact Officer: Alex Williams, Director of City Planning
Number: 020 3054 7023
Email: alexwilliams@tfl.gov.uk

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Enhancing public engagement and local advocacy for Streetspace



Introduction

As London emerges from the Covid-19 lockdown, and restrictions are eased, we'll need to find new ways to travel, to ensure London doesn't grind to a halt with a car led recovery and air pollution levels don't increase.

To prevent this happening, we have launched London Streetspace, with the aim of rapidly repurposing London's streets to temporarily enable increased walking and cycling. Along with London's boroughs we are creating more space for people to safely walk or cycle to:

- Make it easier and safer for people to keep up social distancing. This will also have added benefits to:
 - Help people walk and cycle more often
 - Avoid a sharp increase in car use. If people switch even a fraction of their previous journeys to cars, essential deliveries and emergency services will be gridlocked
 - Keep London's air as clean as possible to protect everyone's health and to reduce carbon emissions

If we can secure increased and sustained levels of walking and cycling in our city, and create a green and just recovery, the benefits for London are substantial.

cheaper travel

increased footfall in shops

lower congestion

vibrant communities

better air quality

economic regeneration

better health

attractive places



3 Streetspace Plan Objectives

Whilst the objectives and justification for individual street-space schemes will be considered on a case by case basis, the plan more broadly has three short term objectives:

Objective 1:

Support Londoners to avoid unnecessary use of public transport and provide **space for social distancing on public transport** for those who need to use it.

This will predominantly be achieved through a focus on **strategic movement**, with new cycling and walking corridors while protecting space for bus and freight

Objective 2:

Support London's **economic regeneration** by enabling more walking / cycling to local high streets / town centres & maintaining freight access
This will predominantly be achieved through work in **town centres & interchanges**, to provide sufficient space for social distancing; facilitating the use of local businesses; supporting clean 'last-mile' freight solutions

Objective 3:

Support the **health and wellbeing** of Londoners (by providing space for active travel, good air quality & safe roads) to reduce susceptibility to severe COVID-19 & relieve pressure on the NHS

This will predominantly be achieved through work on **low traffic neighbourhoods and school streets**, providing space for safe active travel and discouraging use of private vehicles to ensure cleaner air

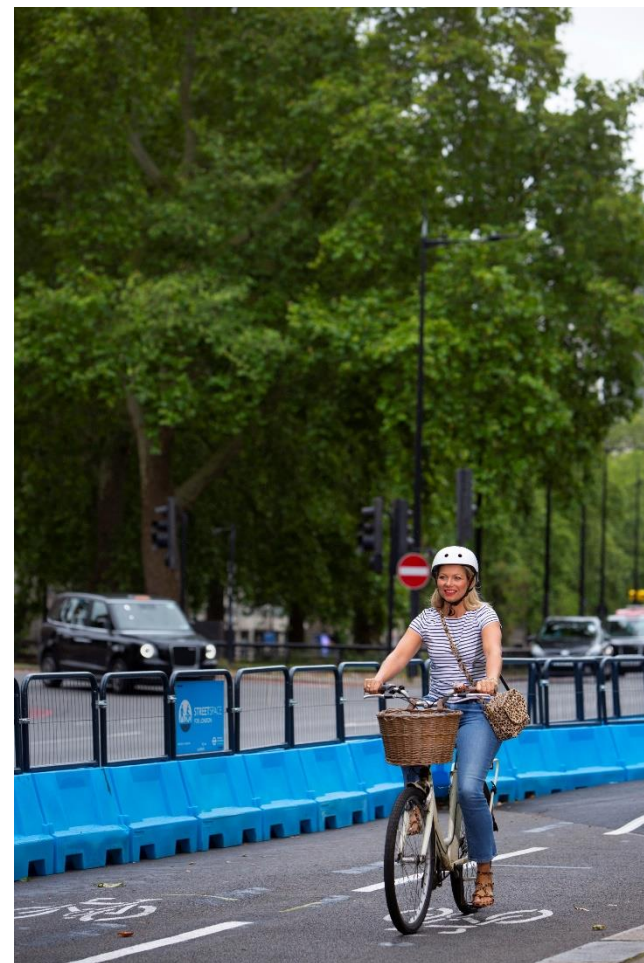
However our long term objective is

Objective 4: Support London's long term sustainable recovery – helping Londoners to maintain / adopt lower levels of car use and increased levels of walking, cycling and public transport to: support economic recovery; improve public health and resilience to potential future waves of COVID-19; help Londoners prepare for ULEZ expansion in 2021; and tackle the climate crisis



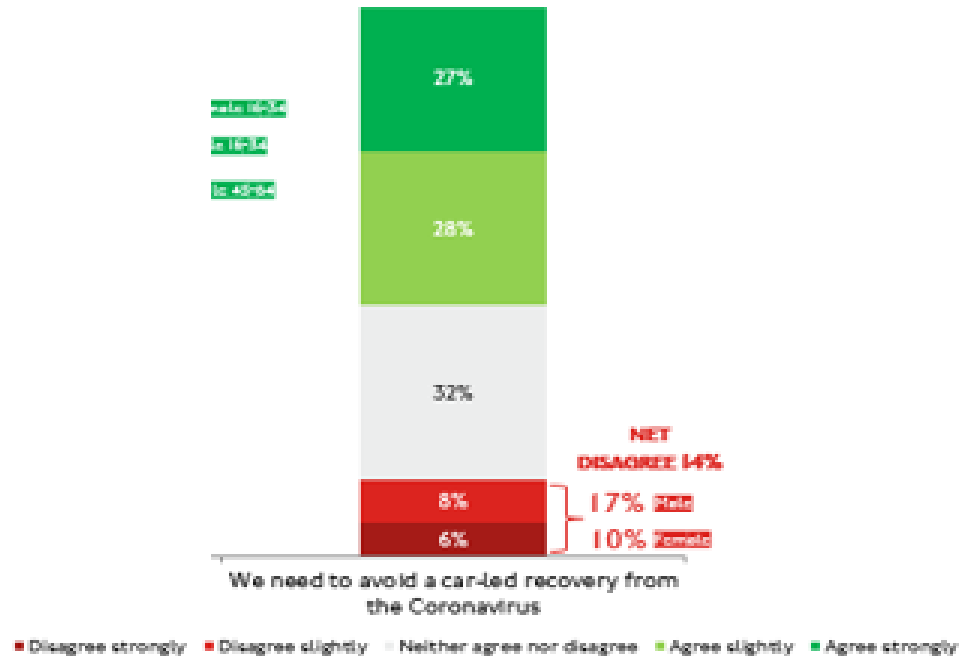
Funding & Delivery

- £55m for Streetspace:
 - £45m to London's boroughs for local schemes
 - £10m to TLRN
 - Further £20m from DfT Emergency Active Travel Fund for Borough schemes
- For transformative schemes
- Boroughs delivering Low Traffic Neighbourhoods (LTNs), School Streets, Town Centre schemes and other strategic cycle routes
- LTNs delivery based on a number of elements including, deliverability, location, political and community support, value.



There is public support for these changes in London and to avoid a car-led recovery

How much do you agree or disagree with the following statements?



- There are concerns from some groups about the pace and scale of changes, including restrictions to road access



*TFL Pulse customer survey, 29th June-5th July.

12

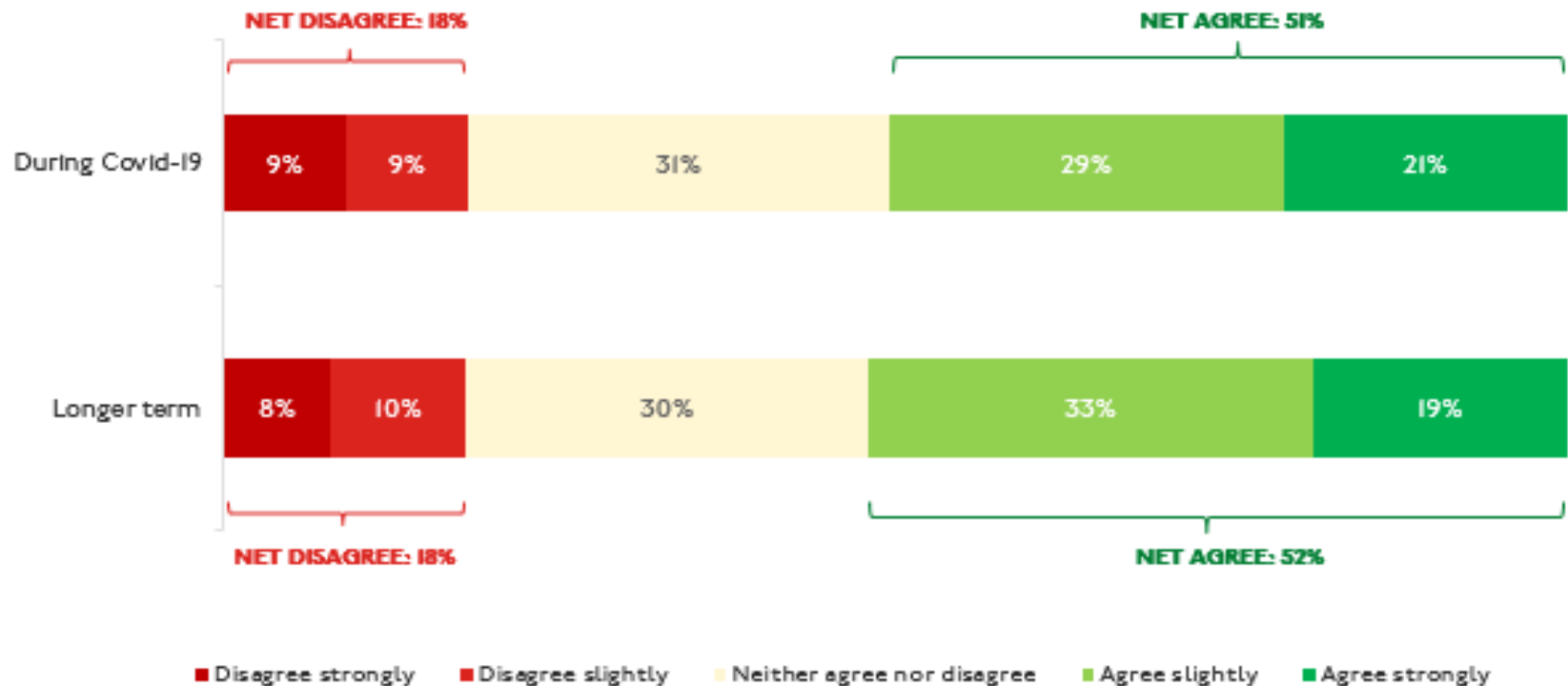
EVERY JOURNEY MATTERS



Agreement of the implementation of Low Traffic Neighbourhoods in people's local areas:

a) During the Covid-19 crisis while social distancing is required

b) Longer term, subject to a consultation process for individual schemes



A moment for change

This is a unique moment to fundamentally change how people travel around our city, for the better.

We need to work with stakeholders from every sector to help us understand the impact of Streetspace and ensure the programme truly reflects what our city needs.

We need to bring London with us and make the case for more walking and cycling together.

We'll do this by:

Inform: explaining what we're doing.
Why, how, and what the benefits are for everyone

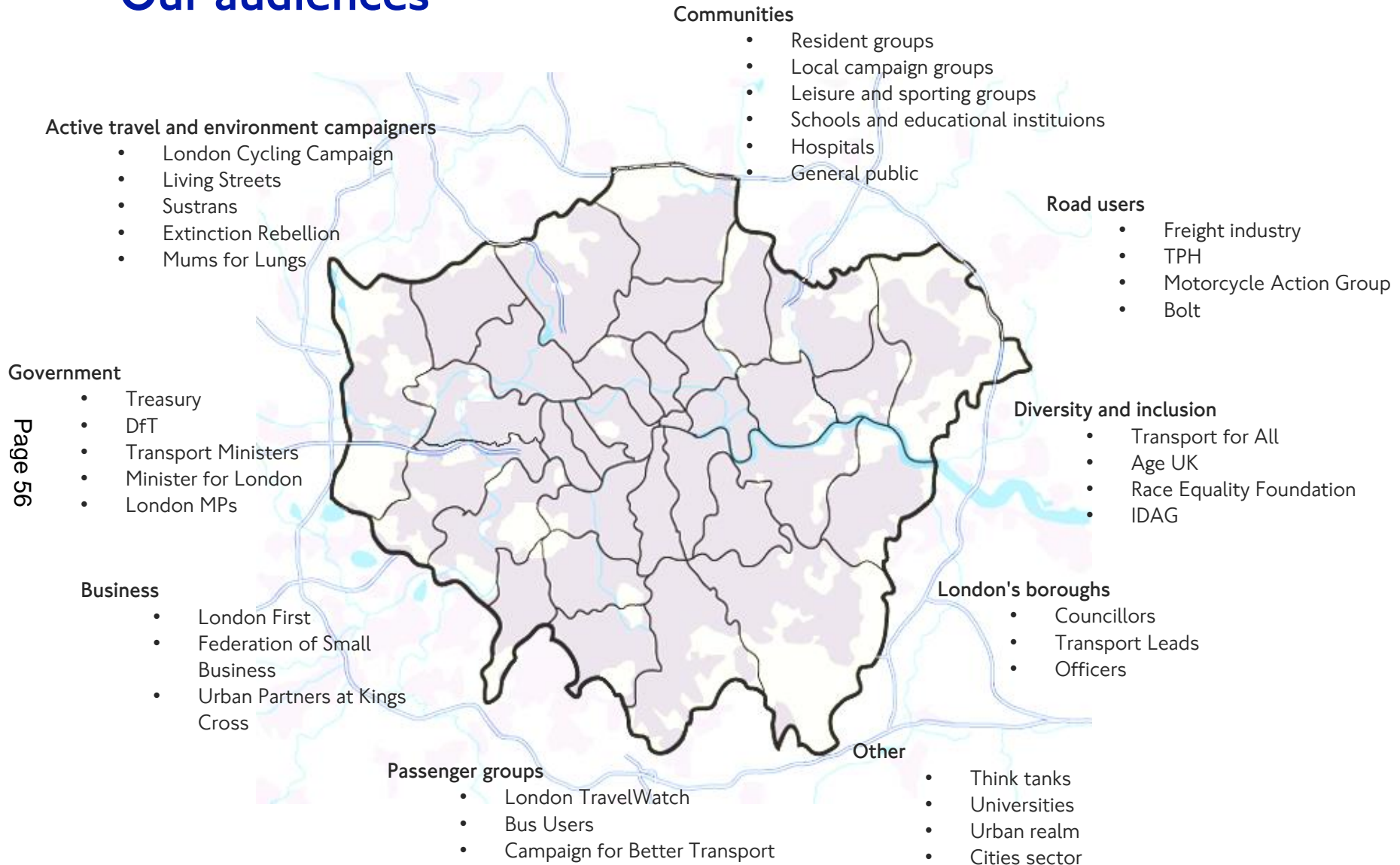
Engage and seek input: meeting London's needs.
Jointly creating policies and infrastructure hand in hand with all Londoners, supporting how people live, work and do business in our city, for the benefit of all

Advocacy: inspiring people.
Creating a culture where cycling and walking is the norm for everyone, everywhere.

Consult: ensuring our decision-making is transparent



Our audiences



Borough collaboration

- The COVID recovery has resulted in a phenomenal pace of change to London's streets
- Across the whole of London residents and businesses are having to adapt as change is implemented at short notice

Opportunity:

- There is an opportunity to work with London's boroughs to better explain Streetspace to our communities
- We want to identify opportunities to learn from each other, collaborate and support better engagement
- Specifically at a local level there is an opportunity to utilise borough connections and relationships to help energise local discussion and support for Streetspace
- We want to bring together a set of best practice guidelines particularly where schemes may become permanent

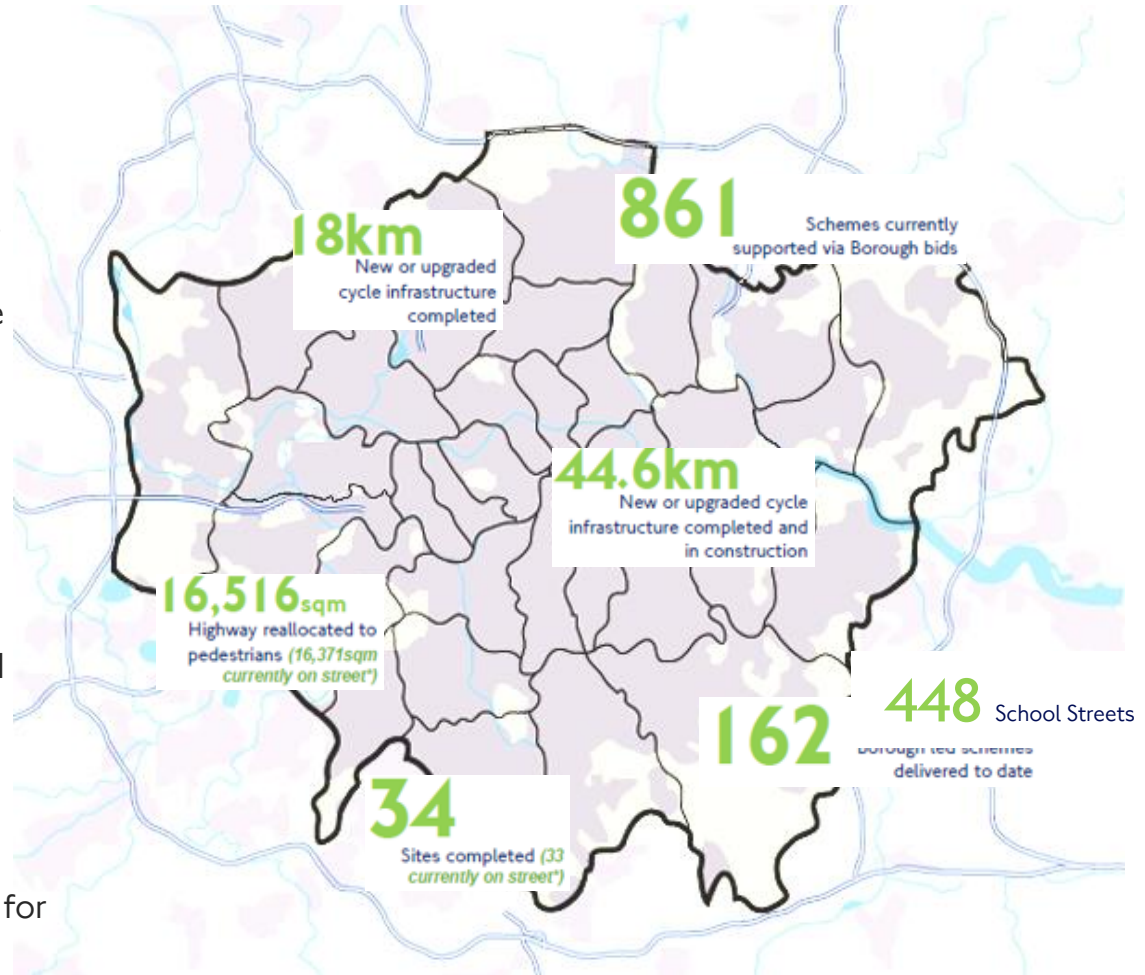


Fig 1. Data correct as at 3 August 2020

Note: these figures only relate to the Streetspace schemes that have been delivered since May 2020 and are in addition to all of the cycling and walking improvements that have been made before this time.



¹⁰ Programme approach

Phase

Action

Desired outcome

Inform

Build public understanding about the Streetspace plan and the policies sitting behind it

Acknowledge the short-term Covid-19 imperative, but build a greater focus on the benefits aligned with the Mayor's Transport Strategy

Be transparent about what's in scope and that the programme is complex and changing

Provide timely and accurate information to stakeholders before construction commences

National, regional and local stakeholders, understand:

- What, where and why we are delivering schemes
- Our objectives for Streetspace,
- The benefits that Streetspace can deliver
- How they can share feedback on schemes; and
- Our decision-making processes moving forward

Use stakeholder intelligence and expertise to inform:

- programme development,
- policies,
- prioritisation,
- standards / guidance,
- communications, and
- inclusivity, activation and behavior change

Actively engage and listen to stakeholder feedback and use it to help improve and shape existing and future schemes

Start the conversation about long term change

Ensure stakeholders are engaged in Streetspace and that they understand how it can benefit them

Greater understanding of concerns about schemes and why some may be opposed

Greater stakeholder and community buy in as we demonstrate that we use their feedback to adapt our plans and include their voice in our decision making process.

Engage & seek input



II Programme approach

Phase	Action	Desired outcome
Win advocacy / prompt behaviour change	<p>Build a coalition of stakeholders to help ensure the success of Streetspace and prepare the ground for discussions where there is a case to make schemes permanent</p> <p>Create opportunities for every Londoner to be involved and participate</p>	<p>Secure behavior change from a large, diverse and representative cohort of Londoners</p> <p>Demonstrate value for money and secure further investment and funding</p>
Consult	<p>Prepare stakeholders and communities for consultation</p> <p>Provide accurate and timely stakeholder feedback into TfL's Streetspace decision making process</p> <p>Ahead of consultation ensure communities and stakeholders understand how their feedback was used to shape schemes ('You said, we did')</p>	<p>Community / stakeholders understand why some schemes may be removed and why some may be progressed to consultation</p> <p>Feedback has been considered in TfL decision making and there is a clear audit trail of this</p> <p>Fulfill our statutory consultation requirements following any decision to retain a scheme permanently</p>





Delivering our engagement plan



INFORM

Programme level

Scheme level

Relaunch webinar 'London Streetspace so far' with programme level stakeholders



Scheme specific information: web presence, fact sheets, maps, data



Virtual event series with key partners e.g. Dr Bike (maintenance), CityMapper (wayfinding), Cycle to Work schemes (business sponsor), Low Traffic Neighbourhoods



Citymapper

Raise awareness of how feedback and issues can be reported back to TfL on schemes

streetspacelondon@tfl.gov.uk

Create clear narrative and myth-busting for key challenges



ENGAGE AND SEEK INPUT

Programme level

Progress the inclusive Streetspace engagement programme to ensure our infrastructure is accessible for all

Transportforall

Accessible transport is our right

Continuously engage on Streetspace, including on policies, guidance and evolution of programme



Establish the London Streetspace Advisory Group
Engage with IDAG

Scheme level

A 'Active listening' approach to community engagement to change the perception that we 'hear but don't listen' when we engage and consult



Supported by a suite of engagement tools and techniques



WIN ADVOCACY / PROMPT BEHAVIOUR CHANGE

Scheme level

The future of Streetspace will be determined at the **scheme level** by the communities that walk and cycle more and the politicians that support Active Travel in London



We need to understand how our schemes are impacting on local communities. We'll use **perception surveys** to find out what people understand and feel about their local Streetspace schemes.

We'll engage with local councilors to find out their views on Streetspace and how our schemes, and their borough schemes, are impacting on the communities that they serve.

We'll identify and work with community groups to encourage local 'boots on the street' campaigns for Streetspace



We'll develop community toolkits to help encourage 'Local Conversations', discussion, and campaigns for Streetspace



WIN ADVOCACY / PROMPT BEHAVIOUR CHANGE

Programme level



Develop stakeholder toolkits including messaging, content and information to help them campaign for Streetspace

Expand Cycle your City across other underrepresented groups

TfL Cycle Your City campaign aims to get more women commuting



Create a business engagement programme to demonstrate role in recovery, share best practice and identify opportunities (Santander)



Enhancing Streetspace engagement



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Digital engagement – Scheme surveys

Channel	Coverage	Delivery	Frequency
Digital Surveys	All schemes	Online	Ongoing

Streetspace for London

We've teamed up with Transport for London to hear what you think of the changes being made to make cycling and walking safer in the capital.



Making it easier for Londoners to walk and cycle is critical in helping us all to move around safely and bounce back from Covid-19.

Transport for London is making changes to improve cycling and walking in the capital. And we want to know what you think.

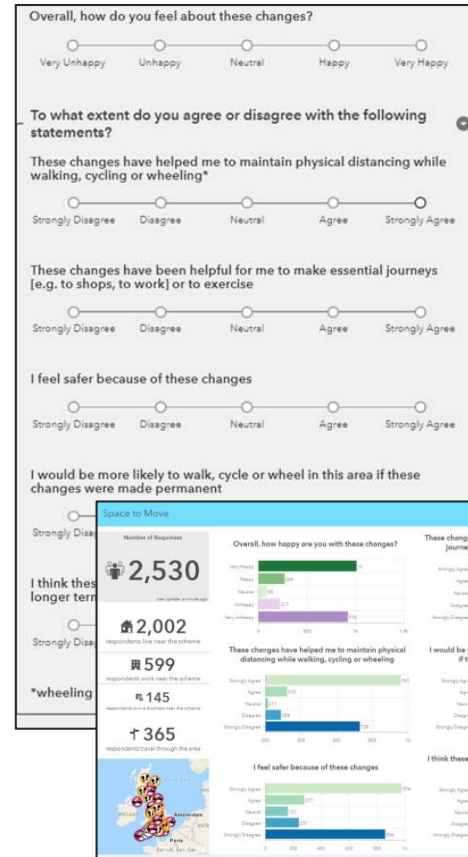
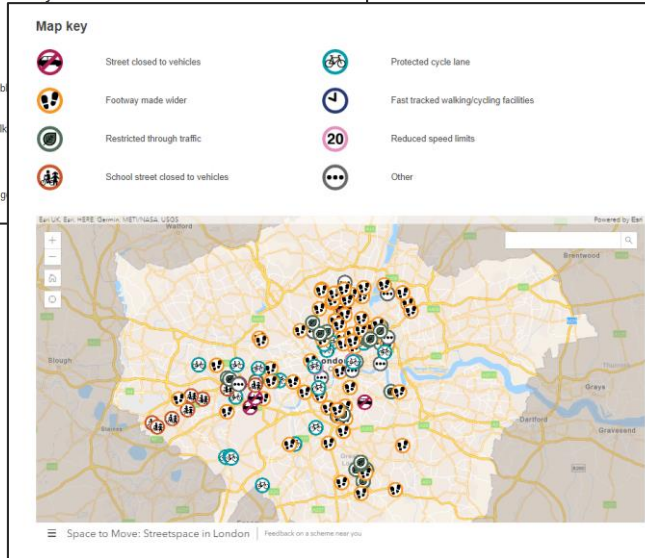
Tell us what you think

We've teamed up with Transport for London (TfL) to make it as easy as possible to know what you think of the changes being made to the capital's streets.

Our map shows where TfL and London's boroughs are making it easier to walk while social distancing.

So if you live or work in London, use the map below to search for your area.

Click on the icon and fill in a short form to give your views on how these changes



Community Reference Groups (CRG)

Channel	Coverage	Delivery	Frequency
Community reference groups	Borough	Online	2-3 times during life of scheme

Pre-Covid-19



Virtual CRGs (Post Covid-19)



Community Reference Groups (CRGs) provide a deliberative framework for engaging with local people on a specific Streetspace scheme.

They can allow us to share information and ideas while plans are still in development on the basis that this is not shared further.

CRG composition will be as representative of the local community as possible – including across the spectrum of protected characteristics

We will use online CRGs as a sounding board for future Streetspace schemes and to gain greater insight into how our proposals may impact the local community



Local business engagement

Channel	Coverage	Delivery	Frequency
Local business forums	Borough	Online	2-3 times during life of scheme



ISSUE:

We need to work with local businesses and the freight and servicing industry to understand how Streetspace is impacting on them.

OPPORTUNITY:

- Need to ensure local businesses and the economy is supported by Streetspace.
- Engagement needed with local businesses' to explain the change and the anticipated benefits
- Talk to businesses to understand their experiences of Streetspace and work with them to manage the impact.

ACTION:

- Work with BIDs / FSB to set up business engagement forums
- Socialise the facts - research shows people walking, cycling and using public transport spend up to 30 per cent more on the high street than those who go by car

Socially Distanced Site visits

Channel	Coverage	Delivery	Frequency
Socially Distanced Site visits	Priority schemes	Face to face	Monthly



Pre Covid-19 engaging with stakeholders and communities on site was common practice to better understand local concerns

With London reopening, and with suitable mitigation measures, we can offer this again if there is public appetite

We will identify a scheme(s) where there is known public interest and design and trial a socially distanced site visit protocol

By undertaking on-site walks or cycles with local people and stakeholders, we can guide people in situ through the design changes we have made, provide explanations and take people's feedback on schemes



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Customer Service and Operational Performance Panel



Date: 23 September 2020

Item: Assisted Transport Services Update

This paper will be considered in public.

1 Summary

- 1.1 This paper outlines the work that has been done to improve Assisted Transport Services (ATS) aimed at Londoners with reduced mobility since the November 2019 panel meeting.
- 1.2 It also provides an update on how ATS adapted to the circumstances of the Covid-19 national lockdown which began in March 2020 and how ATS has continued to adapt since that national lockdown began to be relaxed in June 2020.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 The term ATS refers to the range of services available to assist people with limited mobility who require additional help getting around. Services available in London include door-to-door transport services such as Dial-a-Ride and Taxicard, alongside enablers to using general public transport, such as travel mentoring.
- 3.2 Whilst TfL both operates and funds most ATS in London, Taxicard is a notable exception in that although TfL is the main funder, it is managed by London Councils on behalf of the London Boroughs. In the last financial year TfL provided 100 per cent of the funding for the Taxicard scheme.
- 3.3 The ATS roadmap sets out a series of incremental actions aimed at the following priority areas for improvement:
 - (a) increasing customers' awareness of the range of ATS available;
 - (b) simplifying the customer service offering by helping customers to make the right choices about which service to use and ensuring consistency in the information we provide;
 - (c) harnessing the opportunities created by improvements to the accessibility of general public transport to increase customer independence where possible; and

- (d) integration, where possible of the operating resources available to ATS to make best use of available funding to cater for present and future demand.
- 3.4 The Mayor's Transport Strategy commits TfL to delivering improvements in these areas based around five key design principles:
- (a) consistently **safe and reliable** journeys, with a customer focus, including highly trained staff across the whole network;
 - (b) providing **convenience** through information and support, to improve user confidence in journey planning and independent travel;
 - (c) allowing users **flexibility and choice** in their preferred mode, time of travel, booking approach and level of assistance;
 - (d) providing a seamless and **integrated** multi-modal user platform and personalised account offering information on all public transport modes alongside ATS; and
 - (e) utilising the latest technological **innovation** in bookings, payments, service routing, customer care and performance monitoring, to ensure the system is convenient, efficient and value for money.
- 3.5 These same principles, particularly those around flexibility, choice, safety and reliability, and TfL's ongoing obligations in equalities legislation including the public sector equality duty, guided ATS activity during the Covid-19 national lockdown, as services adapted to rapidly changing circumstances. Details of how ATS has responded to Covid-19 are provided in the section below.

4 **ATS responses to Covid-19**

Passenger journeys

- 4.1 Although demand for door-to-door ATS fell substantially at the start of the Covid-19 national lockdown both the Dial-a-Ride and Taxicard services continued to operate for those ATS customers who had an essential need to travel. The effects on demand were different for each service.
- 4.2 The difference in the rate of demand recovery between these two services reflects a combination of factors including; age profiles of their respective customer bases and the typical journey purposes that each service is used for.
- 4.3 The Dial-a-Ride customer base has an older age profile than that of Taxicard and almost a third of its journeys are typically to and from regular luncheon clubs and other group based activities which have yet to resume operation.
- 4.4 The Taxicard service, in contrast, is typically used for individual journeys and has seen demand rise at a faster rate than bus, underground or Dial-a-Ride services in recent months.

- 4.5 During the national lockdown, journeys on both door-to-door services were confined to a small number of customers making journeys primarily for food shopping or medical purposes. During this period:
- (a) demand for Dial-a-Ride passenger journeys reduced to circa 7 per cent of demand in the second half of March;
 - (b) in order to better match resources to demand, Dial-a-Ride operating hours were reduced by delaying the time of the first available booking to 8am (instead of the usual 6am) and bringing forward the last available journey to end no later than 6pm (usually 2am);
 - (c) against the backdrop of TfL's financial circumstances at the time, a rotating furlough of Dial-a-Ride drivers and contact centre staff was introduced in April and after the Easter weekend, the service reduced to Monday to Saturday operation. Approximately 70 per cent of Dial-a-Ride staff are being furloughed at any one time, with the rota ensuring equity between furloughed and non-furloughed groups;
 - (d) demand for Taxicard passenger journeys was reduced to circa 13 per cent of demand in the first weeks of lockdown. Operating hours and service availability remaining unchanged; and
 - (e) both services introduced new Covid-safe operating procedures (enhanced cleaning regimes on both services, single customer/household scheduling on Dial-a-Ride) that enabled them to continue to operate for customers who needed to travel.
- 4.6 The activities of the ATS travel mentoring team were suspended at the start of lockdown and the majority of the team was subsequently furloughed in April 2020. The travel mentoring team leader remained on duty to ensure that a telephone and email advice service continued to operate.
- 4.7 As lockdown measures began to be eased in mid-June, ATS door-to-door journey demand began to increase, albeit at a different pace on each service:
- (a) Dial-a-Ride demand has been slowly rising and most recently (Period 5) stood at 18 per cent of the previous year's demand, and just over 20 per cent in recent weeks. In early July, evening operation was extended to an 8pm close and Sunday operation restarted. Single customer/ household occupancy scheduling is still in place as a risk reduction measure for passengers;
 - (b) as call volumes have increased to Dial-a-Ride, the contact centre has begun to bring more staff back from furlough. Staff have been in regular contact with managers throughout their periods of furlough and on coming back to full duty are being provided with refresher training. The contact centre and Dial-a-Ride depots have also introduced Covid-safe measures that enable social distancing between staff whenever possible and provide additional safety measures such as screens between desks where social distancing is not possible; and

- (c) Taxicard demand has recovered at a faster rate than Dial-a-Ride. Indicative figures for August suggest demand has now risen to over 70 per cent of last year's demand levels.
- 4.8 In August, the travel mentors were brought back from furlough to begin working on restarting this element of ATS in a Covid-secure way. Work is currently focused on engaging with stakeholder groups to understand how the service can best contribute to rebuilding confidence in public transport usage amongst those facing mobility barriers. Consideration is also being given to how TfL's active travel strategies might be incorporated into travel mentoring provision.
- 4.9 The travel mentoring team is also working with colleagues in Bus Operations to recommence engagement with bus garages to ensure drivers are aware of the impacts of poor customer service, particularly around the boarding and alighting of customers with mobility barriers.

Community support

- 4.10 In addition to maintaining a passenger service throughout the Covid-19 lockdown, both Dial-a-Ride and Taxicard repurposed spare resources to provide vital support services to vulnerable members of the community. Repurposing discussions in early April brokered through the Mayor's Office involved both TfL and London Councils and resulted in a number of initiatives. A summary of those initiatives is provided below:
- (a) Dial-a-Ride used its in-house and contracted resources (community transport and taxi service partners) to help with deliveries of equipment, food and medical supplies for the NHS, local authorities, Age UK and local community groups. Dial-a-Ride drivers also helped during the setup of the NHS Nightingale Hospital in East London, delivering IT equipment for TfL colleagues who were setting up the additional public transport links for NHS staff working at the site. In all, over 50,000 deliveries were made by Dial-a-Ride. These initiatives have continued to be supported since lockdown and are now coming to a natural end; and
- (b) temporary changes were introduced to the Taxicard scheme rules by London Councils' Transport and Environment Committee, following consultation with TfL to enable members to use their trip budgets to book taxi drivers to collect essential items on their behalf. A family member or friend can also now be nominated to collect items on a members' behalf. These changes will remain in place for the rest of the financial year as an additional support measure for Taxicard members. Usage is relatively low, standing at circa 80 delivery trips a week.
- 4.11 The joint work between TfL and London Councils during lockdown, particularly in relation to the community support initiatives outlined above, have strengthened the relationship between both organisations, providing a good basis for future partnership working to deliver the actions identified along the ATS roadmap.

5 ATS Roadmap updates

- 5.1 Despite the disruption caused by the Covid-19 pandemic, progress along the ATS roadmap has continued. Although the November 2019 update reported that some delays had occurred in the timetable of activity, alternative avenues to achieve key objectives have subsequently been sought in order to maintain the momentum of change. A summary of progress on all the active roadmap actions, as well as new actions that have been identified since the last meeting to address the delays previously being experienced are provided as an Appendix to this report. Details of the most noteworthy areas of progress are provided below.

Raising the profile of ATS within the taxi and PHV trades

- 5.2 The present lack of demand for corporate account and evening social taxi work has had a major impact on the taxi and PHV trades in London. This has provided additional opportunities to promote ATS as a source of reliable revenue for taxi and PHV drivers.
- 5.3 There had been some discussions with TPH last year about the best strategies through which to encourage more newly licenced taxi and PHV drivers to undertake ATS workthrough the ATS taxi and PHV consolidator. This initiative has now been expanded to include both newly licensed and existing drivers and has been identified as a workstream in its own right.
- 5.4 The ATS e-learning course, intended as a pre-requisite for taxi and PHV drivers to complete before undertaking journeys for any ATS services in London has been relaunched amongst the ATS consolidator's driving fleet, to take advantage of the lull in taxi and PHV demand and the free time that drivers might currently be experiencing. Since the relaunch in July, 117 drivers have passed and an additional 45 have registered but not yet completed the course.
- 5.5 These two actions reinforce other ongoing roadmap workstreams such as the development and promotion of the taxi and PHV drivers' app, and the ATS e-learning module, based around Dial-a-Ride driver customer service training.
- 5.6 Using the new driver app, any driver can (subject to quality and supply control requirements managed by City Fleet as the taxi and PHV contracted operator) access ATS work associated with the Taxicard, Dial-a-Ride or Capital Call services. There is currently a waiting list of approximately 500 drivers to be given access to the app, and priority is being given to drivers who live in postcodes where there is currently a coverage issue for ATS journeys.
- 5.7 The ATS e-learning module gives a taxi or PHV driver an understanding of disability equality issues, the customer offerings of each of the three ATS services and a reminder of their legal obligations regarding the carriage of disabled passengers. Drivers are reminded of the necessity of carrying assistance dogs and the penalties for taxi drivers refusing to pick up a wheelchair customer on a street hail.
- 5.8 This reinforcement of legal requirements is supplemented on the customer side with information being provided to ATS customers about what they should expect from drivers and how to complain should they experience any issues. In turn any

serious conduct issues are shared with TfL TPH who can take action where appropriate to do so.

One stop shop booking and scheduling platform

- 5.9 The project to procure a new booking and scheduling system for ATS was suspended in March alongside a number of TfL projects and was restarted at the end of July.
- 5.10 Since the project was restarted, work has been undertaken to prepare the Invitation to Tender for a release in October 2020. The suspension of the project has meant a change to the target date for contract award from July 2021 to December 2021.
- 5.11 Nevertheless, the TfL On Demand Transport team plan to use this additional time in the project timeline constructively and are piloting changes to current ATS operating practices designed to foreshadow more real time, flexible booking and scheduling.
- 5.12 For example, Dial-a-Ride is currently trialling a more flexible advance booking offering allowing customers to request an advance booking any day of the week for travel up to 7 days ahead of travel. Although this trial is in its early stages, thus far indications are that it has reduced the level of passenger cancellations. Dial-a-Ride is also looking at new ways of operating regular booking arrangements for shopping to provide a more equitable service to customers as well as greater operational efficiency.
- 5.13 If these trials prove successful these new, more flexible customer offerings will be transferred to the online environment that the new booking and scheduling system will introduce.

ATS customer segmentation and future demand

- 5.14 Several issues have previously been encountered in progressing the roadmap objective to better understand customer choice between different ATS services, and between ATS and mainstream services. The Personal Budgets pilot that had been intended to contribute to this objective encountered difficulty in recruiting participants and was not taken forward as a result. This decision was endorsed by the Panel at its June 2019 meeting.
- 5.15 An alternative, desk-based approach was then tried, aiming to analyse the travel patterns of existing ATS customers. Data protection obligations required a new data sharing agreement to be put in place between TfL, London Councils and each of the 33 London boroughs. Whilst this data sharing agreement is still being pursued to enable the ongoing analysis of the behaviour of ATS customers, it is likely to take some time to resolve.
- 5.16 In the meantime, a new approach to the objective of better understanding customer choice in the context of the ATS roadmap has been identified. A customer research project is being scoped to look at the behaviour and attitudes of ATS customers, both now and in terms of what they might want from future services to better meet their needs. As part of this research, TfL City Planning are

also preparing an analysis of the future demand for ATS considering GLA population forecasts.

Hospital Transport

- 5.17 An update on the progress that has been made on improving ATS customer's experience of travelling to hospital locations has been provided as part of the separate agenda item on Bus Routes to Hospitals.

6 Next Steps

- 6.1 Updates on progress will continue to be provided to the Panel every six months. These updates will also continue to be shared with the London Assembly Transport Committee as has been the practice to date.
- 6.2 The next update to the Panel will include a specific report on the progress of the work currently ongoing to adapt travel mentoring working practices in light of Covid-19 and to support the work being done to address any issues experienced by disabled bus passengers.

List of appendices to this report:

Appendix 1: The journey towards the vision for a world class ATS - September 2020

List of Background Papers:

Assisted Transport Services Update, CSOPP (27 November 2019)

Contact Officer: Claire Mann, Director of Bus Operations, Surface Transport

Number: 020 3054 9465

Email: ClaireMann@tfl.gov.uk

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The journey towards the vision for a world class ATS

September 2020

Objective	Improvement Initiative	Detail of initiative	Status in Nov 19	Current Status – Sept 20	Expected Delivery Date
Create an integrated umbrella identity for ATS	1. ATS umbrella identity	Develop a new umbrella identity for ATS to build joint identity across the existing delivery partnerships.	Complete – identity developed and ready for use for joint initiatives with London Councils and other future institutional partners when piloting innovation or integration across the broader ATS offering.	N/A	
	2. Joint taxi and PHV procurement	TfL/London Councils Joint framework for the procurement of taxi and PHV elements of Taxicard, Dial-a-Ride and Capital Call services. Set up common customer service standards and performance management structures.	Complete – Joint contract is in place covering the Taxicard, Dial-a-Ride and Capital Call elements of the contract.	N/A	
	3. NEW Strategy to raise profile of ATS as important customer market for taxi and PHV	Work with TfL Taxi and Private Hire (TPH) to encourage the supply of high-quality taxi and PHV drivers for the delivery of ATS journeys across London.	Continue to develop relation with TfL Taxi and Private Hire (TPH) and identify measures to raise profile of ATS amongst newly licensed taxi and PHV drivers.	Quarterly meetings are being held with TfL TPH to identify strategies to encourage more suburban taxi and PHV drivers to take up ATS work and to improve customer service	Strategies to be agreed with TPH by February 2021

	trade			standards.	
	4. Relaunch e-learning for taxi and PHV drivers	An e-learning course for taxi and PHV drivers undertaking ATS work has been developed by TfL, modelled on DAR driver training.	On hold, whilst performance and supply issues dealt with.	Opportunity has been taken to relaunch the e-learning course for taxi and PHV drivers who wish to undertake Taxicard and DAR work.	Relaunch commenced in July 2020. Target is to have course full embedded into procedures for onboarding drivers who wish to undertake ATS work by July 2021.
One stop shop platform for Assisted Transport Services	5. Dial-a-Ride and Capital Call alignment	DAR and Capital Call merged booking centre.	Complete - Merged booking system in operation.	N/A	
	6. Integrated customer feedback	Integrated customer feedback for Capital Call, Dial-a-Ride and Taxi services.	Complete – The joint contract has been awarded to City Fleet and greater integration of TfL TPH driver complaints is in place.	N/A	
	7. Use Dial-a-Ride delivery partners to provide delivery of services to suit customer needs	Use taxis and community transport to support Dial-a-Ride services where suitable for customers' needs.	Regular performance review meetings have continued to take place involving TfL, London Councils and City Fleet to address taxi and PHV supply issues across both Dial-a-Ride and Taxicard. New taxi driver 'app' to offer ATS trips to a broader range of drivers to be piloted from mid-November 2019.	New driver app has been launched. Next step is to promote the app amongst suburban taxi drivers particularly in those areas where coverage of ATS journeys is an issue (see item 4).	App delivery completed in November 2019. Strategy for promotion by February 2021 as part of Item 4 targeted towards areas where performance is an issue for Dial-a-Ride and/or Taxicard.

	8. Integrated booking and scheduling system	Develop a one stop shop integrated booking platform for TfL ATS services, which includes capacity management, scheduling, booking and cancellations.	Work is underway to draft detailed specification of the system requirements.	Following project suspension during lockdown, work on project has recommenced with new timelines.	ITT October 2020 Contract award December 2021 Go live June 2023
	7. Integrate third parties with the one stop shop (e.g. hospital providers)	Following pilots and DRT, use lessons learned to further develop the ATS one stop shop platform beyond TfL/London Councils to include NHS funded services, third sector services and new forms of public transport where appropriate.	Two NHS Trusts have been identified for more focused engagement with a view to exploring potential for joint working. Next engagement meetings with NHS contacts by end December 2019.	Engagement plan expanded after linking with Bus Services to Hospital review. Some initial customer information integration achieved.	Timetable for future stakeholder engagement TBC in light of Covid -19 pressures on NHS. Priority will be given to emerging transport issues as and when they arise in the meantime.
Increase awareness of the range of transport options available to customers	8. Integrated customer information and marketing of ATS and public transport options	Increase awareness of the full range of transport options, with integrated customer information about ATS and accessible public transport options.	Accessible Transport in London leaflet has been circulated to a variety of pan London disability organisations, boroughs and London Councils for their further distribution. In Touch magazine has been produced and due for distribution to DAR members in mid-November together with new leaflet and including content promoting appropriate public transport options for target groups within DAR membership. Potential opportunities are	Draft updates to leaflet have been produced, including information on hospital transport for the first time. Leaflet currently on hold pending decisions in light of Covid -19 changes to PT environment.	Accessibility Delivery Group to agree strategy regarding Accessible Transport in London leaflet. Once clarified, further opportunities to promote to be actioned (including with NHS Trusts and borough independent living and re-ablement services).

			being explored for promoting ATS leaflet as part of ULEZ expansion communication and engagement activity.		
	9. Travel mentoring strategy	Create a new strategy to increase usage of the travel mentoring scheme.	Review of Travel Mentoring has been undertaken and a number of options for future development have been identified. Internal discussions now underway to identify which options will be taken forward.	Draft strategy is being reviewed in light of Covid -19 changes to PT environment.	Travel Mentoring strategy to be agreed by January 2021 and implementation plan to be rolled out as from April 2021.
Improve TfL's understanding of the ATS market	10. Personal budgets pilot	Conduct a pilot in two London Boroughs to understand customer choices between the different ATS services.	N/A – Recommendation not to proceed.		
	11. Demand responsive transport	Research opportunities to harness Demand Responsive Bus innovations to contribute to core Assisted Transport services.	Second trial area goes live in mid-November. ATS continue to liaise closely with project at a strategic and operational levels. Customer research being scoped to better	The lockdown in March led to a decision to close both Sutton and Ealing DRB trials. Data on links between DRB and ATS markets is being analysed post projects. Options to continue with	Summary of lessons learnt in respect of links between DRB and ATS markets to be completed by January 2021.

			understand views of disabled and older people on DRB and the factors driving choices between DRB, traditional door to door and mainstream services.	a more limited customer research in the trial areas amongst existing ATS customers is being explored.	
	12. Customer data analysis	Conduct data analysis and customer engagement to understand customer choice between ATS and mainstream services.	Discussions are ongoing with London Councils to enable data sharing over Taxicard and Dial-a-Ride usage to better understand drivers of modal choice and identify groups to target for future modal shift initiatives.	TfL Customer Experience team leading on a fresh approach to customer research that will not require a data sharing agreement in order to proceed.	Completed analysis of ATS customer segmentation by March 2021.

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Customer Service and Operational Performance Panel



Date: 23 September 2020

Item: Bus Services to London's Hospitals – 2020 Update

This paper will be considered in public

1 Summary

- 1.1 This paper gives an update on progress on the provision of bus services to London's hospitals, following on from TfL's 2017 review and the 2018 and 2019 update.
- 1.2 The Covid-19 pandemic has highlighted the importance of bus links to London's hospitals for essential NHS workers and patients. Some short-term changes have been made to the bus network to reflect this, and our future planning will always consider the imperative of good access to health care to all Londoners.
- 1.3 Follow a request at the meeting of the Panel in November 2019, the focus of the ongoing review of access to hospitals has been extended to include a section on the links between buses, assisted transport services and hospitals.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 Good access to hospitals is vital for communities and a key part of what the bus service is there to provide. In 2017, in line with the Mayor's aim of improving access to health services in London, TfL undertook a strategic overview of the delivery of bus services to London's hospitals. This was reported to the meeting of the Panel on 13 July 2017. Updates on progress were reported to the meetings of the Panel on 6 June 2018 and 13 June 2019.
- 3.2 The overview considered links to London's 37 general hospitals, as well as two specialist and two community hospitals. Key potential actions for the bus network around each hospital were identified and these were given one of three priorities for action. The priority levels were based on the following factors:
 - (a) value for money to customers and to TfL;
 - (b) feasibility, including infrastructure and other necessary support;
 - (c) the likely level of stakeholder support; and
 - (d) availability of funding.
- 3.3 TfL has a public sector equality duty under section 149 of the Equality Act 2010. In summary, those subject to the equality duty must have due regard to the need to:

- (a) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
- (b) advance equality of opportunity between people who share a protected characteristic and those who do not; and
- (c) foster good relations between people who share a protected characteristic and those who do not.

3.4 The Equality Act states that meeting different needs involves taking steps to take account of disabled people's disabilities. It describes fostering good relations as tackling prejudice and promoting understanding between people from different groups and states that compliance with the equality duty may involve treating some people more favourably than others.

3.5 Having due regard for advancing equality involves:

- (a) removing or minimising disadvantages suffered by people due to their protected characteristics;
- (b) taking steps to meet the needs of people from protected groups where these are different from the needs of other people, and
- (c) encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

3.6 Those who wish to attend hospitals will include a significant proportion of people with protected characteristics, in particular the protected characteristics of disability, age, or pregnancy and maternity. TfL took into account equalities considerations on the prioritisation process and individual route changes set out in this report.

3.7 For all major bus service change proposals, generally those with a change of routing, an Equalities Impact Assessment (EqIA) of the scheme is undertaken. The EqIA is published on the TfL Consultations website as part of the overall consultation on a bus service change proposal. The EqIA examines what impact (positive or negative) all the proposed route changes have on people with characteristics protected by the Equality Act 2010. The impacts of bus service change proposals on those sharing protected characteristics are considered throughout the planning process ensuring, where possible, effective mitigations are in place where no viable alternative is available.

3.8 In making any changes to the bus network the challenges of introducing new services apply including considering required infrastructure such as new stops and stands, and driver facilities if buses are terminating at hospitals. On the current network many routes terminate at hospitals and allowing use of toilets in hospitals by drivers is often a key factor in progressing a route extension proposal.

3.9 The progress on each of the top priority actions is detailed in this paper together with any updates on the lower priority actions.

4 Progress on top priority actions

4.1 There were seven top priority actions identified in 2017; these are listed in table 1 together with any updates. Four of the suggested schemes have now been introduced and good progress made on two more.

Hospital	Action	Status	Update
Central Middlesex Hospital (Park Royal)	Provide better direct links to Wembley	Implemented	Route 440 was extended from Stonebridge Park along Harrow Road to the Wembley Eastern Lands on 21 December 2019 in conjunction with the restructuring of routes 224 and 266.
Darent Valley Hospital (Dartford, Kent)	Divert route 96 to directly serve the hospital	Implemented	Route 96 was diverted to serve the hospital via Fastrack (bus-only) roads in 2017. Analysis of users shows the stop at the hospital is used by over 850 passengers per day on route 96, of which a third are to, or from, the London Borough of Bexley and 6 per cent to, or from, the Royal Borough of Greenwich.
Epsom Hospital (Epsom, Surrey)	Direct links to Sutton via route 470; requires new stand at hospital	In Progress	Consultation on the extension took place in late 2019 and reported in March 2020. Due to on-going construction work within Epsom Hospital grounds the implementation date is likely to be delayed until 2021.
North Middlesex University Hospital (Edmonton)	Direct new bus links to Winchmore Hill and Enfield	In Progress	Consultation on new route 456 took place in late 2019 and reported in April 2020. There are a number of practical highways issues to be addressed but implementation is likely to be in early 2021.
Queen's Hospital (Romford)	Provide new links to Barking via route 5	Implemented	Route 5 was diverted to serve the hospital in August 2017. There are now about 1,730 passengers per day boarding or alighting on route 5 at the hospital, with about 50 per cent of these going to, or from, the LB Barking & Dagenham area.
Queen Mary's Hospital (Sidcup)	Increase R11 frequency	Implemented	Route R11 frequency was increased in 2017. There are about 270 passengers per day boarding or alighting on route R11 at the hospital.
Whittington Hospital (Highgate)	Extend an existing bus route to the hospital	On Hold	Any scheme would be dependent on a redevelopment of part of the hospital site to give required space for turning and standing. Implementation is unlikely in the near future, and subject to consultation.

Table 1: Top priority actions

5 Progress on lower priority actions

5.1 The lower priority actions where there have been updates since the last paper are shown in table 2.

Hospital	Action	Status	Update
Barnet Hospital (Barnet)	Improves links to the west of London Borough of Barnet (e.g. Edgware, Mill Hill)	Implemented	A proposal to extend route 384 to Mill Hill and Edgware was the subject of a public consultation in 2018. This provides a direct link between these locations and Barnet hospital. Following consultation, this extension was implemented on 29 August 2020.
Central Middlesex Hospital (Park Royal)	Provide direct links to Northwick Park Hospital	In Progress / Implemented	As outlined in previous updates a new direct link would not be value for money, but the extension of route 440, which runs via Central Middlesex, to Wembley from December 2019 has created a simpler, quicker and more direct route between the two hospitals. One change is required to/from routes 182 or 483 at Wembley Stadium Station to reach Northwick Park, but this improves the previous situation whereby two changes or a long circuitous routing with one change was required.
Finchley Memorial Hospital (Finchley)	Consider direct bus links to the main entrance of the hospital	In Progress	More healthcare services were moved to this site during the Covid-19 pandemic. To address patient access needs a temporary extension of route 383 from Woodside Park via North Finchley to the Hospital is due to be implemented in late September 2020 when works at the hospital are completed. This gives direct links with Whetstone and High Barnet and interchange with other routes at North Finchley. A consultation will then be held before consideration is given to making the change permanent.

Northwick Park Hospital (Harrow)	Provide direct links to Harlesden and Central Middlesex Hospital	In Progress / Implemented	The links between the two hospitals, and Harlesden, has been simplified by the route 440 extension to Wembley, as outlined in the Central Middlesex row above.
Queen Elizabeth Hospital (Woolwich)	Provide direct links to parts of Kidbrooke Village	Implemented	The 178 was re-routed to run via Tudway Road to better serve the east part of Kidbrooke Village in June 2018. The route was also converted to ultra-low emission double deck buses in December 2018, increasing capacity.
Royal Marsden Hospital (Sutton)	Ensure that there is sufficient bus capacity to the London Cancer Hub development	In Progress	A wider review of bus links in the Sutton area has concluded and results will be consulted on later in 2020; this includes looking at routes to the Hub area. In addition, a 12-month demand responsive bus trial operated in the Sutton area from May 2019. Relevant insights from this trial will feed into future bus planning work.
Royal National Orthopaedic Hospital (Stanmore)	Consider direct bus links from Stanmore London Underground Station	In Progress	Following the on-going development of the Centennial Park business park in Elstree, a proposal to extend route 324 from Stanmore station to the site, via Canons Corner and Brockley Hill has been developed. This would provide new links between Stanmore station and the Royal National Orthopaedic Hospital. It is anticipated that consultation would be carried out later in 2020, the outcome of which would be taken into account before considering implementing in 2021.

Table 2: Lower priority actions

6 Other changes

6.1 There have been some other changes to bus services which have improved links to hospitals:

- (a) extension of route 483 to Windmill Lane, Hanwell, including better links to St Bernard's Hospital. This was implemented in May 2020 and has been achieved whilst maintaining full access to Ealing Hospital;
- (b) restoring of route 491's direct access into North Middlesex Hospital from June 2020;

- (c) a restructuring of route H9 and H10 serving Northwick Park Hospital took place in December 2019. This has provided new faster direct links between South Harrow, Rayners Lane and the Hospital;
- (d) rerouting of routes W8 and W9 to better serve the relocated facilities at Chase Farm Hospital in Enfield; and
- (e) night route N20 was temporarily extended from Barnet Church to serve Barnet Hospital from March 2020 as a response to the Covid-19 pandemic. This was to give a direct link at night for essential workers at the hospital. A consultation on whether to make this extension permanent will be carried out later in the year.

7 Assisted transport services to hospitals

7.1 TfL's review of access to hospitals has, to date, specifically focused on the provision of scheduled bus services. At the meeting of the Panel in November 2019, members requested that TfL expand the focus of the ongoing review of access to hospitals to 'include the links between buses, assisted transport services and hospitals'. The last section of this paper will summarise the work that is being undertaken to better understand those links.

7.2 Assisted Transport Services (ATS) are those services that offer additional assistance in getting around to people with limited mobility. Previous research by TfL has identified that the choices that eligible customers make about their use of ATS services is influenced by:

- (a) the level of information that customers have about their ATS options; and
- (b) the perceived flexibility, comfort and safety of different ATS options.

These factors have been taken as a starting point to analysing the provision of ATS to hospital locations.

7.3 There are a number of ATS options available to customers seeking to travel to hospital locations:

- (a) Dial-a-Ride (to local community services and clinics operating from a hospital location);
- (b) Taxicard (to any hospital in the London area); and
- (c) Travel Mentoring support to identify and travel on a scheduled bus route or other scheduled public transport service.

7.4 In addition to the above services, the Department of Health's guidance sets out criteria for establishing which patients are eligible for non-emergency patient transport service with a medical need for transport to and from a premises providing NHS Healthcare and between NHS healthcare providers. This transport is provided through the Non-Emergency Patient Transport Services (NEPTS) either directly operated or contracted out by NHS Trusts.

- 7.5 The limitations of NEPTS have been highlighted by a number of stakeholder groups in the past. For example, in 2018 the Age UK report “Painful Journeys” noted:
- (a) variations in the quality of NEPTS provided by different NHS trusts, with concerns around inflexible collection and return times;
 - (b) A tightening of eligibility criteria by some NHS Trusts (eligibility is not clearly defined in law and is often based on having a ‘medical need’ only); and
 - (c) A lack of awareness amongst older and disabled people of how to access NEPTS.
- 7.6 In London there are 46 hospital trusts, all of whom operate NEPTS independently of one another. The fragmented organisation of NEPTS provision has made it particularly difficult to establish a strategy through which TfL might engage with the NHS in London on health-related transport issues. However, the ongoing work to deliver the TfL ATS Roadmap and action plan has provided new opportunities for joint working.
- 7.7 In December 2019, an extensive information gathering exercise was conducted, creating a database of the NEPTS offering at almost all the hospital locations previously identified as priorities for the Bus Services to Hospitals review. Consideration is being given to how best to make this database available to relevant TfL customer facing staff.
- 7.8 The information gathering exercise also provided an opportunity to identify the relevant NHS Trust contacts for most of the hospitals included in the Bus Services to Hospital review. A stakeholder engagement plan was formulated, initially aimed at identifying opportunities for an ongoing exchange of information about the available transport options for customers experiencing mobility barriers when trying to access hospital locations.
- 7.9 An initial meeting with one hospital trust was completed before the Covid-19 lockdown in March 2020, which provided an opportunity to clarify the issue raised by the Panel at the meeting in November 2019 relating to the appeals process associated with changes to the Trust’s NEPTS offering. TfL is not involved in the eligibility process, appeals process or booking procedures for NEPTS, but was able to obtain updated information as to the current arrangements. The Trust confirmed that there had been some initial issues with the new system but that changes had now been made that included a more transparent appeals process.
- 7.10 The intention is to proceed with the NHS Trust engagement plan, when it is appropriate to do so in light of Covid-related pressures on the NHS, with priority for engagement being determined by the identification of specific transport issues with particular hospitals.

Improving customer information about transport options to hospital locations

- 7.11 The engagement work to date has already enabled a potential improvement to be identified to existing customer information relating to transport choices for hospital out-patients. A new section has been drafted, for inclusion in the next update of TfL’s ‘Accessible transport in London’ leaflet and website sections, providing general information about NEPTS services in London.

7.12 The intention is to build on this initial success with further partnership working aimed at jointly promoting ATS and NEPTS transport offerings. From a TfL perspective there are two objectives for this work. The first is to raise awareness of TfL's ongoing improvements to transport to hospital locations, such as those being identified and introduced in scheduled bus services as detailed earlier in this paper. The second is to promote the availability of the Travel Mentoring service to help build confidence amongst customers who might otherwise lack the confidence to use scheduled public transport routes to hospital locations.

Understanding and addressing gaps in provision

7.13 There are two workstreams within the ATS Action Plan that will potentially help understand and address gaps in transport provision to hospital locations for customers facing mobility barriers in the medium to long term. The first of these is the planned customer research into the ATS market in London and the second is the TfL's project to introduce a new ATS booking and scheduling system. A brief summary of their potential contributions to this area of work follows.

7.14 Following restrictions on customer research during lockdown, work has just commenced on scoping a piece of customer research that will seek to better understand the present and future market for ATS services and how TfL can best respond to ATS customer needs. This scoping work will consider whether this research is the most appropriate way of exploring the gaps that may exist in transport provision to hospital locations for the ATS customer base.

7.15 Once the procurement and implementation of the TfL booking and scheduling system for ATS has been completed, there will be opportunities to explore potential integration with NEPTS booking and scheduling arrangements. These opportunities may enable the sharing of operational best practice between ATS and NEPTS as well as possibilities for a 'one stop shop' experience from a customer perspective.

List of appendices to this report:

None

List of background papers:

Review of Bus Services to London's Hospitals – Submitted to the Customer Service and Operational Performance Panel, 13 July 2017

Review of Bus Services to London's Hospitals – Update – Submitted to the Customer Service and Operational Performance Panel, 6 June 2018

Review of Bus Services to London's Hospitals – Update – Submitted to the Customer Service and Operational Performance Panel, 13 June 2019

Contact Officer: Gareth Powell, Managing Director Surface Transport
Number: 020 3054 8196
Email: GarethPowell@tfl.gov.uk

Customer Service and Operational Performance Panel



Date: 23 September 2020

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public

1 Summary

- 1.1 This paper presents the current forward programme for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

2 Recommendation

- 2.1 **The Panel is asked to note the forward programme and invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:
- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel this is the Quarterly Customer Service and Operational Performance Report.
 - (b) Regular items (annual, half-year or quarterly) which are for review and approval or noting.
 - (c) Matters reserved for annual approval or review: Examples include benchmarking report.
 - (d) Programmes and Projects at a level requiring Committee approval or review prior to Board approval. These are scheduled following advice from the operating businesses.
 - (e) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Customer Service and Operational Performance Panel Forward Planner
2020/21

List of Background Papers:

None

Contact Officer: Howard Carter, General Counsel
Number: 020 3054 7832
Email: HowardCarter@tfl.gov.uk

Customer Service and Operational Performance Panel Forward Planner 2020/21

Membership: Dr Mee Ling Ng OBE (Chair), Dr Alice Maynard CBE (Vice Chair), Bronwen Handyside, Anne McMeel and Dr Lynn Sloman.

Abbreviations: Managing Director (MD), Customers, Communication and Technology (CCT), London Underground (LU), Surface Transport (ST), D (Director)

18 November 2020		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Enterprise Risk: Asset Condition	MD CCT	Update
Strategic Overview of Cycling in London	MD ST	Annual Update
Customer Excellence Plan in London Underground	ML LU & MD CCT	Update

24 February 2021		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Assisted Transport Services	MD ST	Every six months
TfL International Benchmarking Report	MD CCT	Annual
Enterprise Risk: Major Service Disruption	MD LU	Annual Update
Enterprise Risk: Loss of Stakeholder Trust	Shashi	Annual Update

Regular items:

- Quarterly Customer Services and Operational Performance Report (MD CCT/MD LU/ MD ST) (Quarterly)
- TfL International Benchmarking Report – Annual
- Bus Services to London’s Hospitals – Annual (June/July)
- Assisted Transport Services Update (every six months)
- Customer Journey Modernisation (every six months)
- Strategic Overview of Cycling – Annual (June/July)

Customer Service and Operational Performance Panel Forward Planner 2020/21

Items to be scheduled:

- Understanding London's diverse communities.
- Bus Consultation
- Customer Insight
- Communication with front line staff and customers (Action from PIC)
- Impact of social media activities and data from customer surveys (from joint meeting of SSHRP and CSOPP)

Informal Briefings/Visits on the following topics (from a customer perspective and how TfL impacts and addresses):

- Trams
- Docklands Light Railway
- Junior Road Watch