

Agenda
Customer Service and Operational Performance Panel
Wednesday 24 February 2021

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 Meeting of the Panel held on 18 November 2020 (Pages 1 - 6)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 18 November 2020 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 7 - 12)

General Counsel

The Panel is asked to note the updated actions list.

5 Communication and Stakeholder Engagement during Covid-19 (Pages 13 - 32)

Managing Director Customers, Communication and Technology

The Panel is asked to note the paper.

- 6 Insights from Data during Covid-19** (Pages 33 - 56)
Managing Director Customers, Communication and Technology
The Panel is asked to note the paper.
- 7 Assisted Transport Services Update** (Pages 57 - 68)
Managing Director Surface Transport
The Panel is asked to note the paper.
- 8 Strategic Overview of Cycling in London Annual Update** (Pages 69 - 110)
Director City Planning
The Panel is asked to note the paper.
- 9 Public Engagement and Consultation: a focus on the London Streetspace Programme** (Pages 111 - 120)
Director City Planning
The Panel is asked to note the paper.
- 10 Enterprise Risk Update: Major Service Disruption (ER3)** (Pages 121 - 132)
Managing Director London Underground and TfL Engineering
The Panel is asked to note the paper.
- 11 Enterprise Risk Update: Loss of Stakeholder Trust (ER6)** (Pages 133 - 138)
Chief Technology Officer and Director of Customer Experience
The Panel is asked to note the paper.

12 Enterprise Risk Update: Disparity Leading to Unequal or Unfair Outcomes (ER11) (Pages 139 - 142)

Director Diversity, Inclusion and Talent

The Panel is asked to note the paper.

13 Members' Suggestions For Future Discussion Items (Pages 143 - 146)

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.

14 Any Other Business the Chair Considers Urgent

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

15 Date of Next Meeting

Wednesday 14 July 2021 at 10.00am.

16 Exclusion of Press and Public

The Panel is recommended to agree to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business

Agenda Part 2

Papers containing supplemental confidential or exempt information not included in the related item on Part 1 of the agenda.

17 Enterprise Risk Update: Loss of Stakeholder Trust (ER6) (Pages 147 - 152)

Exempt supplementary information relating to item on Part 1 of the agenda.

18 Enterprise Risk Update: Disparity Leading to Unequal or Unfair Outcomes (ER11) (Pages 153 - 160)

Exempt supplementary information relating to item on Part 1 of the agenda.

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Transport for London

Minutes of the Customer Service and Operational Performance Panel

Microsoft Teams Virtual Meeting 10.00am, Wednesday 18 November 2020

Members

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

Executive Committee

Howard Carter	General Counsel
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Staff

Julie Dixon	Head of Customer Information, Design and Partnerships
Mark Evers	Chief Customer Officer, Customers, Communication and Technology
Jonathan Fox	Director, Rail & Sponsored Services, Surface Transport
Clara Fusconi	Advisor to Managing Director London Underground
Caroline Sheridan	Director, TfL Engineering Delivery
Jamie Mordue	Secretariat Officer

12/11/20 Apologies for Absence and Announcements

The Chair welcomed everyone to the meeting. TfL's meetings now fell within the Flexibility of Local Authority Meetings Regulations 2020 and the meeting was being broadcast live on YouTube.

No apologies for absence had been received from members. Vernon Everitt, Managing Director Customers, Communication and Technology, Andy Lord, Managing Director London Underground and TfL Engineering, and Gareth Powell, Managing Director Surface Transport were unable to attend but were represented by other senior members of staff.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting.

13/11/20 Declarations of Interest

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

14/11/20 Minutes of the Meeting of the Panel held on 23 September 2020

The minutes of the meeting held on 23 September 2020 were approved as a correct record. The minutes would be provided to the Chair for signature at a future date.

15/11/20 Matters Arising and Actions List

Members noted that the action relating to Taxi and Private Hire Key Performance Indicators (KPIs) had been completed since the publication of the meeting papers. The Panel asked that they be consulted prior to adding any KPIs to the quarterly report.

The Panel noted the Actions List.

16/11/20 Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19

Mark Evers presented the paper, which provided an update on TfL's extensive communication and stakeholder engagement, to help London's recovery from Covid-19.

TfL was maintaining services at normal levels and there were no significant changes to the travel advice that TfL had provided during national travel restrictions. The first day of the national restrictions saw London Underground (LU) and bus ridership drop by 46 per cent and 27 per cent, respectively. As of 17 November 2020, demand for LU and buses was 24 per cent and 49 per cent, respectively, of normal demand.

Improvements had been made to the Journey Planner, with data sets now updated daily and made open to third-parties. There had been 55,000 downloads of the App "TfLGo", which continued to develop greater functionality, such as the ability to see nearby buses and live arrival times.

Since the last meeting of the Panel, TfL had taken further measures to: make the network cleaner than ever; run continuous campaigns on safety, cleanliness, face coverings and running a full service, which had reached millions of people; continued to promote 'quiet times' to enable social distancing; and promoted active travel.

Compliance with face covering rules was 90-95 per cent, which was calculated through a combination of staff observations, compliance officer reports and customer insight work. It was acknowledged this figure was not even across all of London all the time. TfL had stopped 120,000 people and issued over 1,000 fixed penalty notices.

Feedback from enforcement teams was that the key group to encourage to wear face coverings were young, male Londoners. Accordingly, bespoke advertisements had been developed, including playing on radio stations with younger demographics and Spotify.

It was noted that not everybody was able to use a face covering when using the network; TfL had introduced measures to help those customers, including exemption cards and a badge, similar to the 'please offer me a seat' badges.

Deployment and tasking of enforcement officers had been focussed on areas where compliance was lowest and in support of frontline staff, who did not have responsibility for enforcing social distancing measures, such as bus drivers.

Of the approximately 500 escalators across LU, 110 had been fitted with UV light sanitising devices at locations where they would have the most impact. The commercial partnership with Dettol had been extended until January 2021, which provided free hand sanitiser for customers.

TfL was working with University College London and Imperial College London to test the prevalence of Covid-19 on the network; in October 2020, a sample take by Imperial College London contained no Covid-19. University College London was working on how to better understand and mitigate transmission on public transport.

Despite small drops in performance, there continued to be strong results against customer metrics since the last meeting. The decline in performance metrics was noted to be typical when TfL was prominent in the news for other reasons.

Members thanked staff for their efforts that had resulted in TfL scoring well on customer satisfaction metrics, particularly during the Covid-19 pandemic.

The Panel asked for a note on whether the levels of bus ridership allowed users to maintain social distancing and what TfL was doing to ensure customers and staff were safe on buses. **[Action: Mark Evers]**

Members asked that information be provided to a future meeting on the engagement with different communities across London, noting that there was some anxiety about the permanent loss of concessionary fares. **[Action: Mark Evers]**

The Panel noted the paper.

17/11/20 Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12)

Caroline Sheridan introduced the paper, which provided an update on how Enterprise Risk (ER) 12 was managed across its business units.

TfL appraised every asset and prioritised investment on asset condition, information from engineers and the outcome TfL sought to achieve. TfL looked to optimise its investment in renewals to achieve a 'steady state' but investment had not been at the level TfL had wanted it to be, over the past few years.

The Panel noted that the Audit and Assurance Committee kept an overview of the Enterprise Risk Framework and that a paper reviewing TfL's approach to managing risk would be taken to the Audit and Assurance Committee once the current cycle of reviews was complete.

Members noted the added complexity on some assets and requested a note on the ownership and responsibility for repair for London's bridges.

[Action: Caroline Sheridan]

All Board Members would be provided with an up to date list of ERs and to which Committee or Panel they had been assigned. **[Action: Secretariat]**

The Panel noted the paper.

18/11/20 Customer Insights for the Post Covid-19 Recovery

Mark Evers introduced the paper, which provided an update on the most recent insights regarding the expectations of customers using or considering a return to the public transport network.

The key factors that would encourage customers not currently using the network to return were, in order of importance: face covering enforcement, cleanliness of the network and the ability to social distance. The key factor that would encourage more use of the network by customers already using it was face covering compliance, though more traditional factors, such as value for money and reliability of service, were also identified. These insights had been fed into and informed the messaging to customers.

Members noted that TfL was looking at different models that could be introduced to encourage greater use of the network, including options to reward customers for more use at the appropriate time.

While the cost of using the network was important, it was only one aspect of value for money; providing the best quality of service possible was also a vital factor when determining whether a service provided value for money. Customers, generally, travelled for a specific purpose and so TfL would work with the retail, leisure and hospitality sectors to try to remove as many barriers to people using the network to travel around London as appropriate in the current circumstances.

Although customers described strong performance and 'pockets of excellence' across TfL, there were some issues that frustrated customers on a regular basis. The 'pain point' matrix had been updated to include Covid-19 related issues, such as face coverings, and to identify which issues had been exasperated by Covid-19.

A structured methodology for a customer led recovery, to encourage customers back to the network and to mitigate changes to the network as result of Covid-19, had been developed. A revised Customer Strategy would be brought to a future meeting of the Panel. **[Action: Mark Evers]**

The Panel noted the paper.

19/11/20 Assessing the Effectiveness of Social Media

Julie Dixon introduced the paper, which updated the Panel on the social media channels TfL used, how they were managed and how the results were applied.

As social media was part of an overall campaign that included other mediums, such as radio and posters, it was impossible to definitively determine the extent to which a social media campaign impacted upon customer behaviour. TfL, however, did set benchmarks to determine what impact social media might have had, based on previous responses to campaigns.

TfL utilised a combination of actively managed channels, through which TfL could engage with customers, and paid for content, which did not offer engagement options but did give the content a bigger audience.

Different social media platforms were used to deliver different messages, to different audiences. For example, Snapchat, which was not a platform TfL would traditionally have operated in, had been used to deliver key messages for school aged customers returning to school. Twitter users generally expected customer service and status updates, in addition to general campaign messaging.

There was a need to be selective about which social media platforms to use. When deciding to use a certain platform, TfL considered the reputation of the channel, how controlled the content was and the demographics that used the platform. When deciding to stop using channels, TfL assessed how many people were still using that channel and whether other platforms could offer the service in a more convenient manner. For example, fewer customers were using the SMS service updates, which were now also provided on Twitter.

The promotion of Active Travel had been an area of focus during the pandemic and videos of NHS staff reinforcing TfL's travel guidance had performed particularly well.

The Panel noted the paper.

20/11/20 Member Suggestions for Future Discussion Items

Howard Carter introduced the Forward Plan.

The Panel noted the paper.

21/11/20 Any Other Business

There was no urgent business.

22/11/20 Date of Next Meeting

The next scheduled meeting was due to be held on Wednesday 24 February 2021 at 10.00am.

23/11/20 Exclusion of the Press and Public

The Committee agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12).

The meeting closed at 11:53am.

Chair: _____

Date: _____

Customer Service and Operational Performance Panel



Date: 24 February 2021

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:

Minutes of meeting of the Panel informal discussion on 18 November 2020

Contact Officer: Howard Carter, General Counsel
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**Customer Service and Operational Performance Panel Actions List
(Reported to the meeting on 24 February 2021)**

Appendix 1

Actions from the meeting held on 18 November 2020

Minute No.	Item/Description	Action By	Target Date	Status Note
16/11/20 (1)	<p>Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19: Bus ridership The Panel asked for a note on whether the levels of bus ridership allowed users to maintain social distancing and what TfL was doing to ensure customers and staff were safe on buses.</p>	Gareth Powell	February 2021	Complete. A note was circulated to Panel Members on 12 February 2021.
16/11/20 (2)	<p>Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19: Concessionary fares Members asked that information be provided to a future meeting on the engagement with different communities across London, noting that there was some anxiety about the permanent loss of concessionary fares.</p>	Mark Evers	July 2021	Information will be brought to a future meeting of the Panel.
17/11/20	<p>Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12): Bridge ownership Members noted the added complexity on some assets and requested a note on the ownership and responsibility for repair for London’s bridges.</p>	Caroline Sheridan	February 2021	Complete. A note was circulated to Panel Members on 11 February 2021.

Minute No.	Item/Description	Action By	Target Date	Status Note
17/11/20 (2)	<p>Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12)</p> <p>All Board Members would be provided with an up to date list of Enterprise Risks and to which Committee or Panel they had been assigned.</p>	Secretariat	February 2021	Complete. The list was circulated to Panel Members on 12 February 2021.
18/11/20	<p>Customer Insights for the Post Covid-19 Recovery: Customer Strategy</p> <p>A revised Customer Strategy would be brought to a future meeting of the Panel.</p>	Mark Evers	July 2021	Complete. An item appears on the agenda for the July 2021 meeting.

Actions from joint meeting with Safety, Sustainability and Human Resources Panel on 10 June 2020

Minute No.	Item/Description	Action By	Target Date	Status Note
23/06/2020 (SSRHP Minutes)	<p>Quarterly Safety, Health and Environment Performance Report</p> <p>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.</p>	Alex Williams	March 2021	In progress. Information will be shared with the Panel at a future meeting.

Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status Note
17/06/19 (2)	Matters Arising and Actions List – shared use bus boarders 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.	Andrew Summers	14 July 2021	The results of the research and the proposed next steps will be shared with the panel at the next meeting.

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Customer Service and Operational Performance Panel



Date: 24 February 2021

Item: Communication and Stakeholder Engagement during
Covid-19

This paper will be considered in public

1 Summary

- 1.1 This paper and accompanying presentation update the Panel on the latest stage in our extensive communication and stakeholder engagement campaigns in response to the Covid-19 pandemic.
- 1.2 This paper covers the period from Monday 26 October 2020 – Monday 1 February 2021.

2 Recommendation

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

3 Background

- 3.1 The latest Government guidance requires everyone to stay at home except for certain legally permissible reasons. We have:
 - (a) continued to run a virtually full service for Londoners who need to travel, in keeping with the Government's rules;
 - (b) continued with an enhanced cleaning regime to make the network cleaner than ever;
 - (c) delivered extensive signage and announcements on trains, trams, buses, platforms and stations; reminding customers to socially distance and wear a face covering. Enforcement activity has been stepped up by our officers and the British Transport Police;
 - (d) advised customers to plan ahead and travel during the quiet times, using Journey Planner, TfL Go and other travel tools; and
 - (e) promoted active travel.
- 3.2 Plans are being developed in partnership with many stakeholders on a campaign to win back our customers when the time is right. We will brief the Panel on these plans in the next period.

List of appendices to this report:

Appendix 1: Communication and Stakeholder Engagement during Covid-19

List of Background Papers:

None

Contact Officer: Vernon Everitt, Managing Director, Customers, Communication and
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Communication and Stakeholder Engagement during Covid-19 24 February 2021

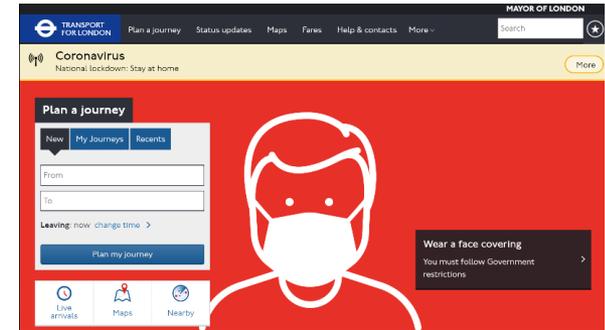
Appendix 1

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Context

- The latest Government guidance requires everyone to stay at home except for certain legally permissible reasons. We have:
 - Continued to run a virtually full service for Londoners who need to travel in keeping with the Government's rules
 - Continued with an enhanced cleaning regime to make the network cleaner than ever
 - Delivered extensive signage and announcements on trains, trams, buses, platforms and stations, reminding customers to socially distance and wear a face covering. Enforcement activity has been stepped up by our officers and the British Transport Police
 - Advised customers to plan ahead and travel during the quiet times, using Journey Planner, TfL Go and other travel tools
 - Promoted active travel
- This presentation summarises customer, media and stakeholder communication between Monday 26 October 2020 – Monday 1 February 2021



Safer travel guidance

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

- | | |
|---|---|
| National lockdown: Stay at home | Bus boarding changes |
| Safety and hygiene | Standing on buses |
| Travel advice | Travelling to school |
| Quiet times and places | Vaccination centres |
| Night travel | DLR selective door boarding |
| Service levels | Driving |
| Use contactless or Oyster | Accessibility |
| Tube and rail changes | More information |

National lockdown: Stay at home

The latest Government guidance requires everyone to stay at home wherever possible. You must not leave or be outside your home except where necessary.

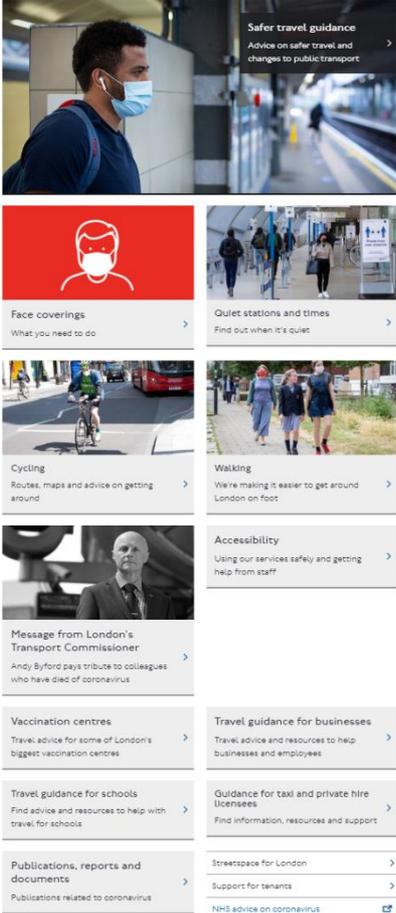
If you need to travel, walk or cycle where possible, and plan ahead and avoid busy times and routes on public transport. This will allow you to practise social distancing while you travel.



Keeping customers informed

- Over 18.3 million emails sent. A particular theme during the period has been to emphasise the Government's latest guidance on travel and how we have stepped up enforcement of face coverings
- Over 321,000 visits to coronavirus related webpages
- Unprecedented customer contact:
 - Over 326,000 calls to our Contact Centre, over 79,000 items of correspondence and 127,000 mentions and private messages across Twitter and Facebook
 - Processed more than 32,000 refunds with a value of over £586,000
- Thameslink services temporarily added to the Tube map to help support customers to move around the city
- An update on the TfL Go app is provided later

Coronavirus



The screenshot displays a webpage titled 'Coronavirus' with a grid of links for various travel-related topics. At the top, there is a banner for 'Safer travel guidance' with a photo of a person wearing a face mask. Below this, the links are organized into two columns:

- Face coverings**: What you need to do
- Quiet stations and times**: Find out when it's quiet
- Cycling**: Routes, maps and advice on getting around
- Walking**: We're making it easier to get around London on foot
- Accessibility**: Using our services safely and getting help from staff
- Message from London's Transport Commissioner**: Andy Byford pays tribute to colleagues who have died of coronavirus
- Vaccination centres**: Travel advice for some of London's biggest vaccination centres
- Travel guidance for businesses**: Travel advice and resources to help businesses and employees
- Travel guidance for schools**: Find advice and resources to help with travel for schools
- Guidance for taxi and private hire licensees**: Find information, resources and support
- Publications, reports and documents**: Publications related to coronavirus
- Streetspace for London**: Support for tenants
- NHS advice on coronavirus**



Journey Planner and real time data

- 70 updates to the Journey Planner dataset, available as free open data to third party apps via our unified API
- 1,214 bus timetable changes and 274 Underground, DLR, River Bus and Cable Car timetables
- Up to 1,220 real-time messages per day dealing with busier periods, revised services, bus stop closures and diversions

The screenshot shows the Transport for London website's Journey Planner. At the top, there's a navigation bar with 'TRANSPORT FOR LONDON' and links for 'Plan a journey', 'Status updates', 'Maps', 'Fares', 'Help & contacts', and 'More'. A search bar is on the right. Below the navigation, a yellow banner reads 'Coronavirus National lockdown: Stay at home'. The main content area is blue and features a 'Plan a journey' section with input fields for 'From' and 'To', a 'Leaving: now change time' link, and a 'Plan my journey' button. To the right, there's a white bicycle icon with a text box that says 'Brush up on your cycle skills Take our free online course now'. At the bottom left, there are 'My Journeys' and 'Recents' tabs, and a note: 'Plan a journey and add to favourites for quick access in the future.'

The screenshot shows the Transport for London website's Status updates page. The navigation bar is similar to the Journey Planner page. A yellow banner at the top reads 'Coronavirus National lockdown: Stay at home'. Below this, there's a 'Status updates' section with a breadcrumb trail: 'Status updates > Tube, Overground, TFL Rail, DLR & Tram'. The main heading is 'Status updates'. Below the heading, there are tabs for 'Tube, Overground, TFL Rail, DLR & Tram', 'Buses', 'Traffic', 'River Bus', 'Emirates Air Line', and 'National Rail'. Under the 'Tube, Overground, TFL Rail, DLR & Tram' tab, there's a table with three columns: 'Now 10:22', 'This weekend', and 'Future date'. The 'Now 10:22' column has a checkmark icon, and the 'Future date' column has a calendar icon.



Media

- 15 proactive press stories and responded to hundreds of enquiries to over 1,400 journalists and media outlets
- Over 80 statements/media briefings issued
- 8 interviews with various broadcast, national, London and international media
- 105 posts across Twitter, Facebook and LinkedIn

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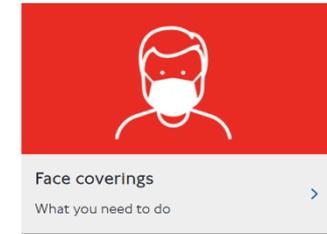
Customer communication - advertising

- Over 80 per cent of Londoners have been reached with our information campaign; over 7.1 million in Greater London
- Four radio advertisements to an audience of 4.1 million Londoners featuring face covering messages to young males, Tier 4, Lockdown and spreading travel demand to the quieter times
- Seven key information messages featured on 29,360 panels reaching an audience of 5.8 million Londoners
- Over 15,100 in-Train Car Panels, 615 advertising placements on the side of buses and 3,820 advertising panels alongside escalator panels
- Two digital banner messages on external websites reaching an audience of 53,800 Londoners



Face covering compliance

- Distributed more than 37,000 face covering badges
- Reminded customers to wear face coverings, unless exempt
- Posters across all modes continue to advise on the face covering compliance
- TfL enforcement scaled up:
 - 135,415 people stopped until they put on a face covering
 - 9,685 people were prevented from boarding and 2101 were ejected from the service
 - 2,043 Fixed Penalty Notices have been issued by TfL officers to those refusing to comply
- New announcement on buses reminding customers to keep windows open and wear a face covering over nose and mouth plays every 12-15 minutes
- Around 500 TfL enforcement officers completed training in December



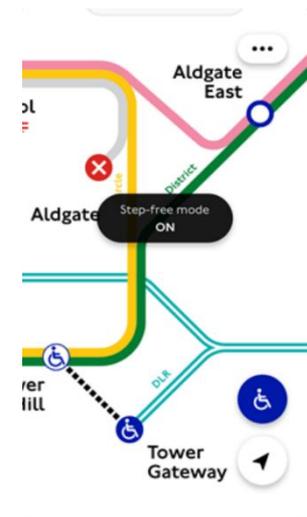
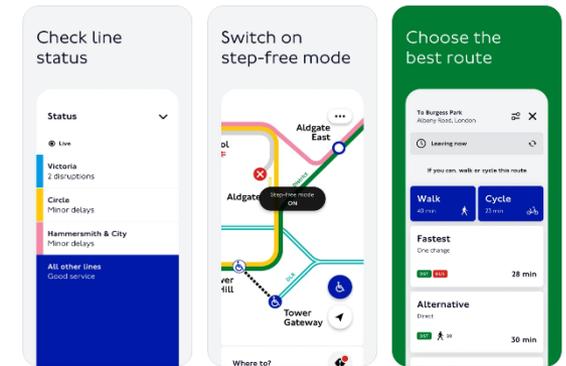
Cleanliness

- Extensive anti-viral cleaning regime continues across the transport network and includes using hospital-grade cleaning substances
- Focus on cleaning touch points such as card readers, handrails and help points
- Installed more than 1,100 sanitising points across our network
- Installed more than 200 ultraviolet light sanitising devices on escalators across the Tube network at our busiest stations
- Academics from Imperial College conducted four monthly cycles of coronavirus testing on the network. All the tests have found no trace of Covid.



TfL Go app

- TfL Go:
 - enables access to live arrivals, line status, station access information
 - enables customers to plan their journeys at quieter times outside of the peak hours
 - offers alternative routes and walking and cycling options
 - provides access to accessibility information with the app's step-free mode and easy-to-navigate views of all stations which currently have street-to-platform accessibility
- On 9 December launched TfL Go app on Android
- Our free 'open data' now includes data to enable developers to show live lift disruption along the step free routes. This data has been incorporated into the iOS version of the app, with plans to update the Android version in future
- Future features will contain toilet information and include Thameslink on the Tube map
- Over 70,000 app downloads
- Rated a very encouraging 4.1 in the Apple's app store



Stakeholder Engagement

- Briefed stakeholders on finance updates including Greater London Boundary Charge, Mayor’s Budget submission, Financial Sustainability Plan and the proposed council tax rise
- Communicated the changing advice on tiers and lockdowns with schools, councils businesses and stakeholder groups
- Worked with Newham and Lambeth council and local businesses to address lockdown hotspots in Waterloo, Canning Town and West Ham
- Worked with schools and universities to keep them informed of changing travel advice and changes to service provision
- Shared newsletters detailing announcements, lockdown travel information and how to get in touch
- Shared a “You Said, We Did” update with councils on progress from the 2019 borough survey
- Continued local Streetspace engagement with borough officers
- Published KSI data and shared with boroughs and promoted the new collision statistics dashboard
- Stakeholders briefed on resumed Turn Up and Go physical assistance services on London Underground and London Overground



Active Travel

- Published new cycle count data showing a seven per cent increase in cycling in inner London and a 22 per cent increase in outer London
- Released figures showing new memberships for Santander Cycles have risen by 157 per cent over the last year compared to 2019
- Awarded funding of more than £1 million to create up to 2,000 new cycle parking spaces
- 68 community and non-profit projects awarded funding to improve access to walking and cycling in partnership with The London Marathon Charitable Trust
- Grants of up to £10,000 over three years made available to community projects to deliver programmes that address barriers to active travel among traditionally underrepresented groups
- In partnership with London Councils and London's boroughs, launched new competition to select up to three operators for a twelve-month trial of rental e-scooters
- Launched a new collaboration with Halfords encouraging Londoners to safely and securely lock up their bikes and reduce the risk of theft. From 10 November 2020, everyone completing TfL's free online Cycle Skills course received 15 per cent off Halfords' own brand lock

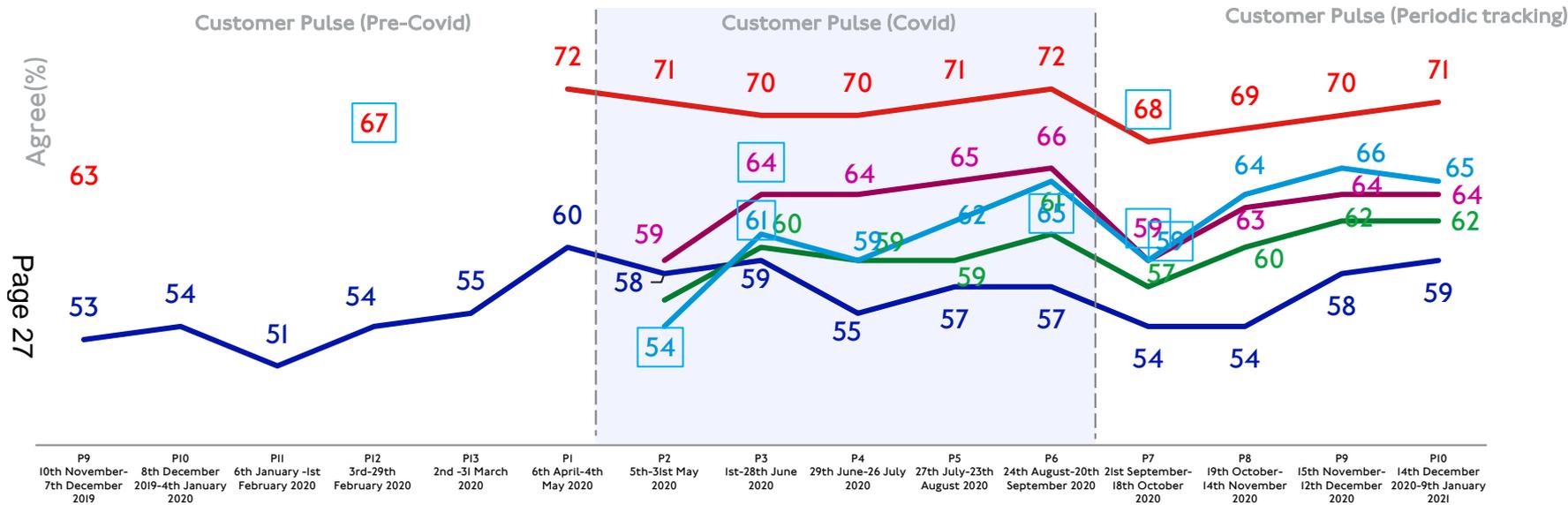


Customer Metrics

- This section covers the Covid-19 scores for Period 10 (13 December 2020 – 09 January 2021)
- Care increased one percentage point to 59 per cent – second consecutive period of improvement and remains above scorecard target of 53 per cent
- Scores for ‘TfL is supporting Londoners well during the Coronavirus crisis’ and ‘Is communicating well with Londoners during the Coronavirus crisis’ both remained stable at 62 per cent and 64 per cent respectively
- Fifty-five per cent of Londoners agree that TfL is supporting the recovery of London
- 71 per cent of Londoners agree that TfL provides a safe service, up one per cent from the last period and the third consecutive period of improvement



Periodic reputational scores



- TfL cares about its customers
- 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
- TfL gives customers ways to complete their journeys as lockdown is eased

 Significant difference vs. previous period

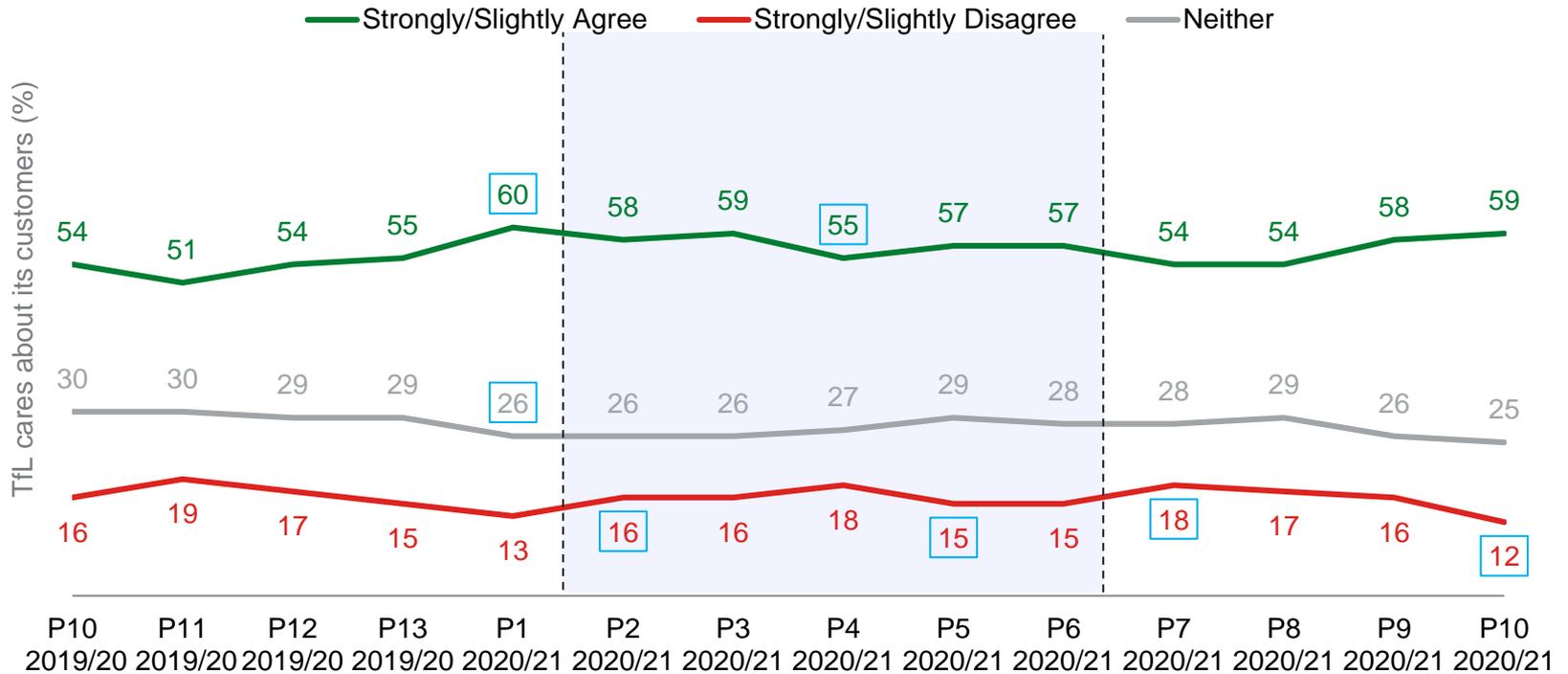


RedCoreTFL_01. How much do you agree or disagree with the following statements about TfL?

Base: All Respondents - P9 19/20 (I058), P10 19/20 (I023), P11 19/20 (I053), P12 19/20 (I063), P13 19/20 (I014), P1 20/21 (I516), P2 20/21 (I991), P3 20/21 (I961) P4 20/21 (I949), P5 20/21 (2020), P6 20/21 (2004), P7 20/21 (I050), P8 20/21 (I010), P9 (I003), P10 (I001)

Note, change in methodology (Periodic to Weekly to Periodic) denoted with dotted line

TfL cares about its customers



 Significant difference: period on period

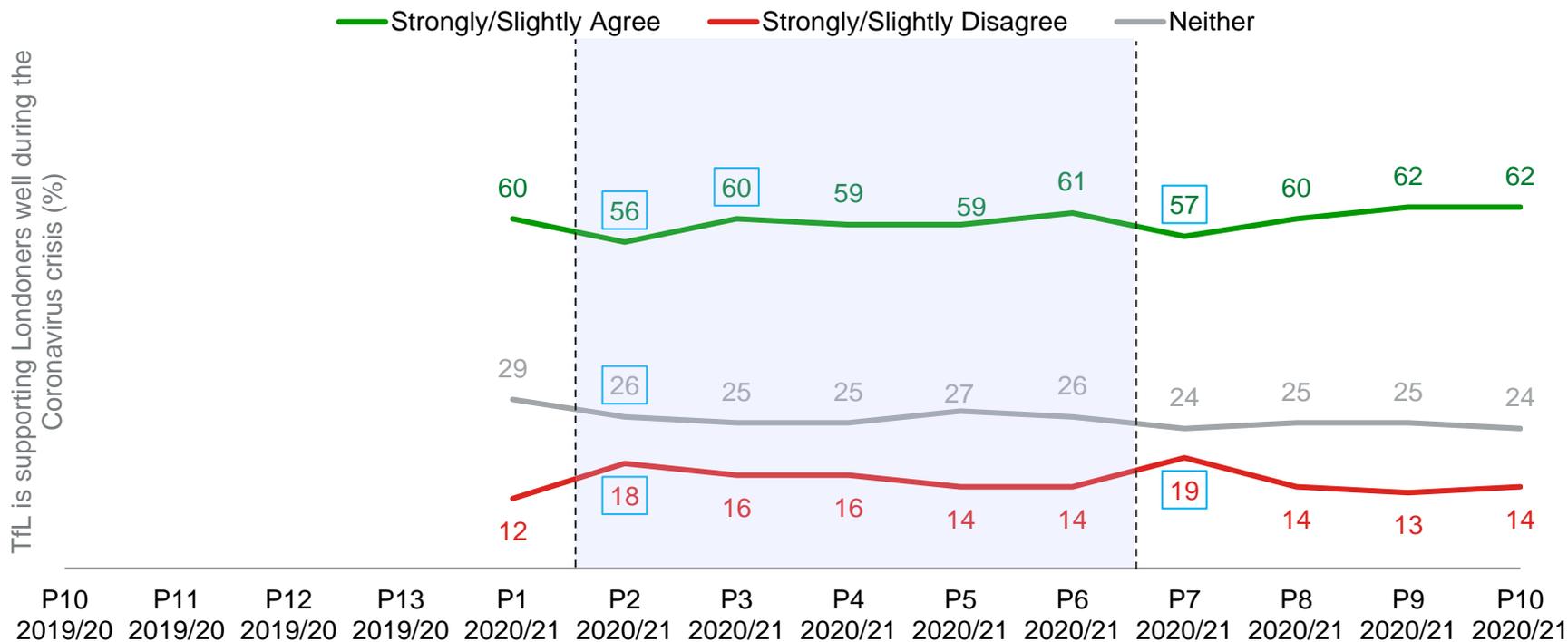


RedCoreTfL_01. How much do you agree or disagree with the following statements about Transport for London? (Cares about its customers).

Base: All respondents – P10 2019/20 (1023), P11 2019/20 (1053), P12 2019/20 (1063), P13 2019/20 (2014), P1 2020/21 (1516), P2 2020/21 (1991), P3 2020/21 (1961), P4 2020/21 (1949), P5 2020/21 (2020), P6 2020/21 (2004), P7 2020/21 (1050), P8 2020/21 (1010), P9 2020/21 (1003), P10 (1001)

Note: change in methodology from P2-P6 2020/21

TfL is supporting Londoners well during the Coronavirus crisis

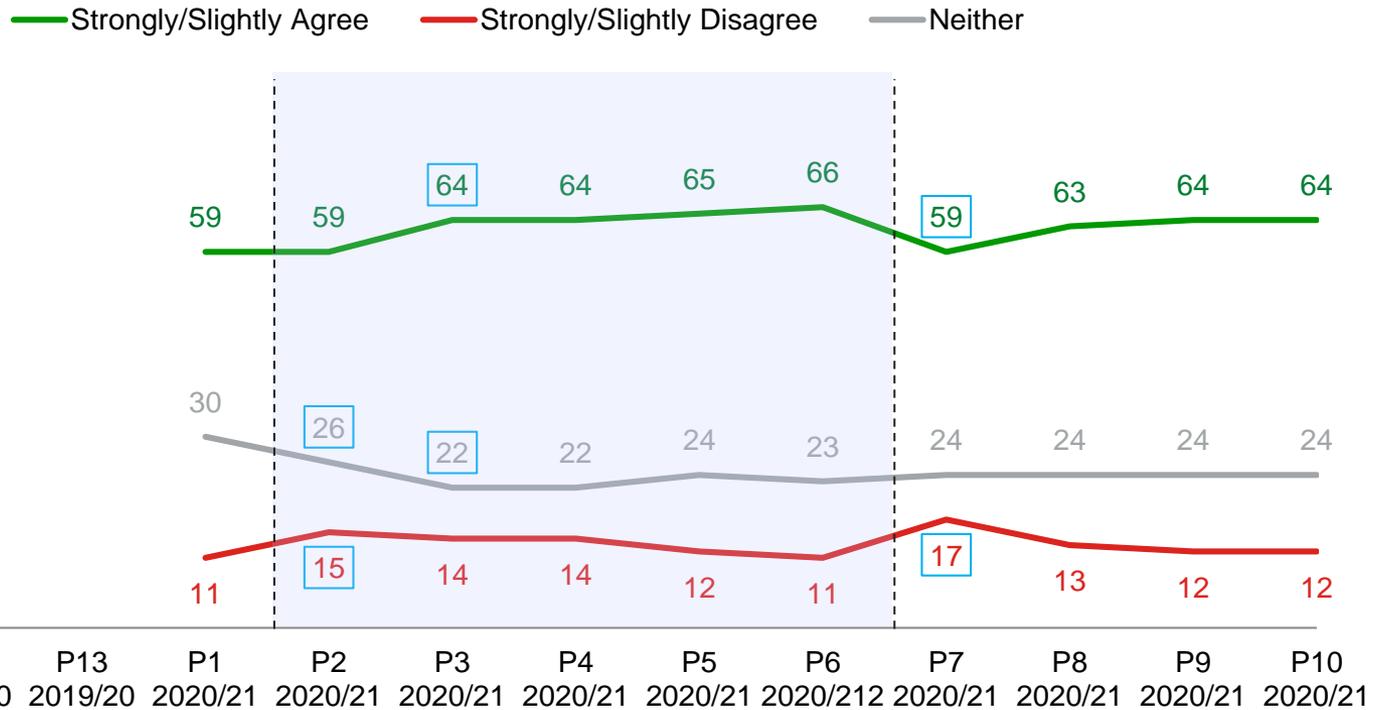


 Significant difference period on period



TfL is communicating well with Londoners during the Coronavirus crisis

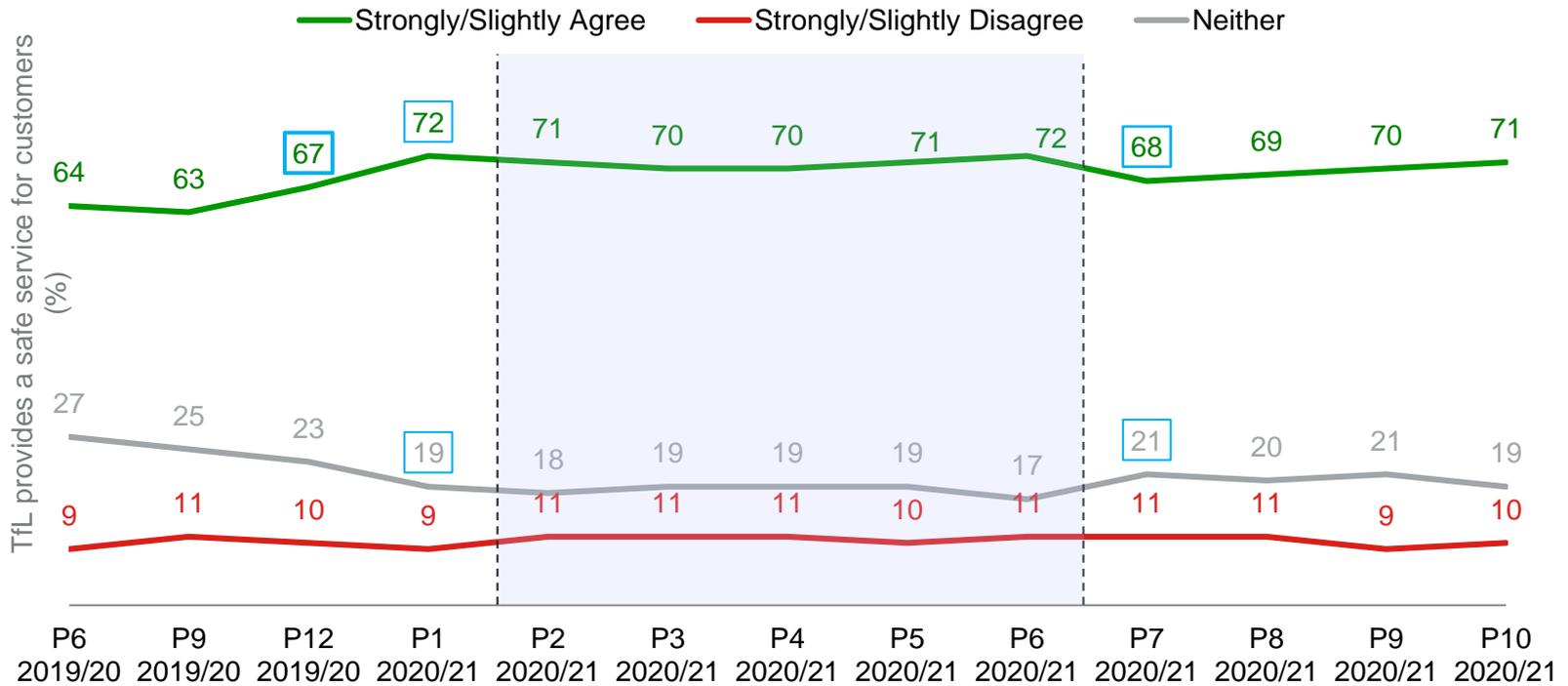
Page 30



 Significant difference period on period



TfL provides a safe service for customers



 Significant difference period on period



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Customer Service and Operational Performance Panel



Date: 24 February 2021

Item: Insight from TfL's Data during 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 analysis of transport data throughout the response to the Covid-19 pandemic. We will share several key transport insights that have informed our operations and planning and have supported the Greater London Authority (GLA) and Government's responses.
- 1.2 This paper covers the period from March 2020 through to end January 2021.

2 Recommendation

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

3 Grasping the Scale of the Data Challenge: Assembling the Picture of Network-wide Travel

- 3.1 In March 2020, it was becoming abundantly clear that the world had fundamentally shifted, and this was driving a thirst for data to help us understand the situation in London. We recognised there was a critical role that data would need to play to help us understand and respond to the rapidly evolving situation. However, it still was not entirely clear which data would help us answer the fundamental questions or even what these questions were.
- 3.2 Our Data Science team began by introducing analysis techniques used previously during times of uncertain travel patterns. We started with our network-wide analysis tool designed for investigating unusual transport service days, for example, weather-related disruptions. Our aim was to investigate overall transport usage to assess compliance with Lockdown 1 guidelines that limited public transport to essential journeys only.
- 3.3 We presented analysis of headline ticketing statistics for our bus and Tube networks and looked at the proportion of unique cards (Oyster and contactless payment cards) seen on our network. We then compared these 2020 values to an equivalent day in 2019 in order to rule out any seasonal differences to travel levels.
- 3.4 These statistics have proven extremely valuable for understanding the overall activity level of London. They have provided a daily barometer that we use to understand our customers' responses to Government policies and guidance for travel, as well as how our own messages have been received. To complement

this, we have also included information on vehicle kilometres travelled on the Transport for London Road Network as compared to a 2019 baseline.

4 Deepening our Understanding of Travel Patterns

- 4.1 We recognised that daily travel totals would only give limited understanding of the situation across our network. We therefore prepared hourly and quarter-hourly entry and exit counts so that we could identify the relatively busier times of the day on the Tube and bus (even though the total volume of journeys were vastly lower than usual). We identified that our morning peak of entries on the Tube had shifted, occurring more than an hour earlier than we had seen pre-pandemic. We concluded that this was because the journeys remaining on our network were serving industries that required in-person work, and that often required early starts, particularly construction. This evidence helped us frame our customer communications so that we could encourage customers who still needed to travel to begin their journeys later if they could.
- 4.2 We also identified several hotspot locations, where significant numbers of public transport journeys were still being taken during the height of the first lockdown. Our operational teams used this to manage stations and target enforcement activity by our own officers and the British Transport Police and to provide tailored messaging to spread demand.
- 4.3 We enhanced our station analysis by grouping Tube stations by category type – Airport, City, Inner Suburb, Outer Suburb, Shopping, Terminus and Tourist – so that we could measure those station types against baseline demand. This provided a level of understanding of journey purpose to minimise travel on the network during lockdowns and when we were looking to encourage appropriate travel when London’s retail and leisure activities were open.
- 4.4 We also used new analytic techniques to better answer questions about travel. Ticketing data provides a rich picture of travel from entry station to exit station; and looking at the time of journey starts and ends helped us assess relative busyness at ticket hall levels. Ticketing data does not, however, provide the full picture of travel within a station itself or at interchange stations. Depersonalised Wi-Fi connection data alleviates this gap. We have used aggregated Wi-Fi data to measure conditions at interchange stations, such as Canning Town, to assess when and where the station is particularly busy, so that we can provide messages to encourage staggered travel times, particularly in the very early morning.

5 Further Analysis of Journey Purposes

- 5.1 Our data analysis of stations has provided a rich data picture for our operational and planning colleagues, and for the GLA Group and for Government. However, we found that station analysis itself could not answer certain key questions that had come our way: Why are people travelling, and are their journey purposes in line with Government guidance? And how can we identify volumes of essential journeys to ensure that capacity on the network is preserved for this purpose?
- 5.2 We undertook two specific analyses to answer these questions: looking at where we could identify likely journeys to NHS locations and journeys relating to the construction industry (without knowing anything about the individual cardholders

undertaking travel); and looking at students' Zip card usage when schools returned in September 2020.

- 5.3 For Tube journeys, we have undertaken activity duration analysis to infer the types of journeys made. We do this by assessing the length of time at a destination between outbound and return journeys, to infer whether the destination was for work (we could see evidence of a shift pattern) or another purpose (for example, retail). Within the work journeys, we have done further investigation to identify where we might be seeing hospital-length shifts as compared with construction-length shifts. This assisted our messages to customers and helped Government assess compliance with guidance. We have also used this with the construction industry to obtain its support to encourage workers to travel outside peak times.
- 5.4 We analysed the return of students to in-person school in September 2020. We observed that 70 per cent of expected Zip card users returned to the bus network validating our planning. We also investigated bus travel patterns on a borough-by-borough basis to infer areas where students no longer on our bus network might be following active travel advice and where they potentially were being driven by parents to school.
- 5.5 We have further details on these analyses in our presentation in the attached Appendix.

6 Communicating and Publishing our Analysis

- 6.1 Our ongoing headline trend reports continue to inform our operational and planning teams and we share these reports with the GLA Group, several boroughs, and a wide range of Government bodies including the Cabinet Office, HM Treasury, Department for Transport (DfT), NHS, and the Office for National Statistics, among others. We also work closely with the DfT Analytics and Data Division and DfT London Covid-19 Response Unit to coordinate sharing of this information.
- 6.2 Our travel statistics are available publicly through the Gov.uk website¹. Additionally, we have created a dashboard on tfl.gov.uk that presents these journey trends and provides an opportunity to look at patterns at individual stations for each day².
- 6.3 We have worked closely with our Travel Demand Management team to analyse the busy times and places to help with messaging to customers. Our '[quiet times to travel](#)' tool allows customers to select any station on our network to check specific conditions and then [check how busy any station on the TfL network is, at any time of day](#). This data is also available in our TfL Go App.

7 Future Data Analysis

- 7.1 As of the end of January 2021, Tube journeys are roughly 16 per cent of pre-pandemic levels, and bus journeys are a third of this. Travel volume during the

¹ <https://www.gov.uk/government/statistics/transport-use-during-the-coronavirus-covid-19-pandemic>

² <https://tfl.gov.uk/corporate/publications-and-reports/coronavirus-publications>

current lockdown is higher than the first in spring 2020 (when many more business activities were obliged to suspend operations), but lower than the Lockdown 2 period in November 2020 (when schools were in session). We will continue to monitor network-wide travel levels as well as aggregated customer journey patterns to ensure that we minimise pinch points and to preserve space for legally permissible journeys.

- 7.2 When Government advises that we should prepare for an easing of lockdown restrictions, we will prepare analysis to support any changed guidance. When the time is right, we will use our understanding of journeys to support Londoners' return to the public transport network. This is particularly important for encouraging climate-sustainable travel and avoiding a car-based recovery.
- 7.3 We will continue to provide our insight to colleagues, the GLA Group, and to Government during the pandemic response and as we move into and through London's recovery stages.

List of appendices to this report:

Appendix 1: Insight from TfL's Data During Covid-19 Presentation

List of Background Papers:

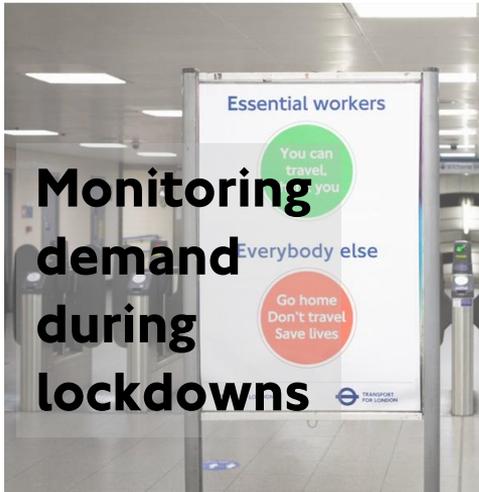
None

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Customer Service
Operational Performance
Panel
24 February 2021

Insight from TfL's Data During Covid-19





Monitoring demand during lockdowns

A sample of our analysis in today's presentation



Interchanges

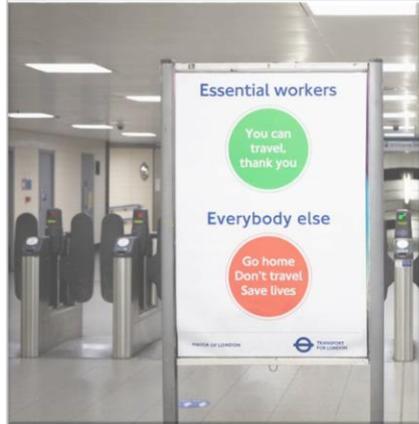


Number of Journeys by Day and Travel Mode



Sharing insight with our customers and stakeholders

Monitoring Demand During Periods of National Restrictions



- Since March 2020 we have been reviewing travel at a network-level to monitor compliance with Government restrictions
 - Lockdown 1 (23 March – 31 May 2020)
 - Lockdown 2 (5 November – 1 December 2020)
 - Lockdown 3 (6 January 2021 onward)
- To measure adherence to stay-at-home guidance
- To preserve capacity for essential and permitted journeys
- To guide our communications with our customers



Why was this station suddenly in our top 10 in Spring 2020?



- ◆ Pre-pandemic times classified as a relatively quiet Zone 2 residential station.



Royal Free Hospital



- ◆ Non-essential travel disappeared network-wide with customers adhering to guidance that only essential journeys were permitted.
- ◆ Belsize Park station carried essential journeys of medical and other staff travelling to one of London's key hospitals.



Identifying Essential Journeys

- To further identify which journeys on our network were essential, we adopted a different approach to journey analysis
- Rather than looking at what happened to cards when they were on the network



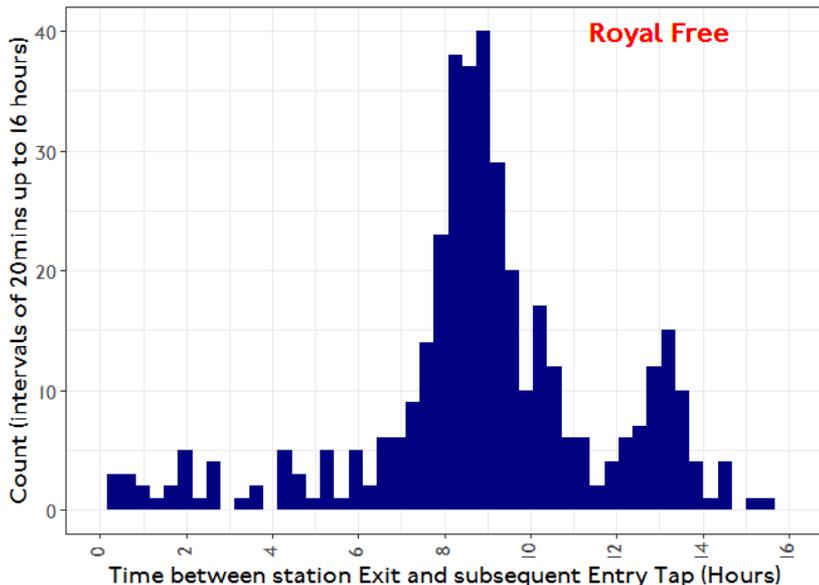
Identifying Essential Journeys (2)

- We looked at the duration of time of a card was **off** the network between journeys.

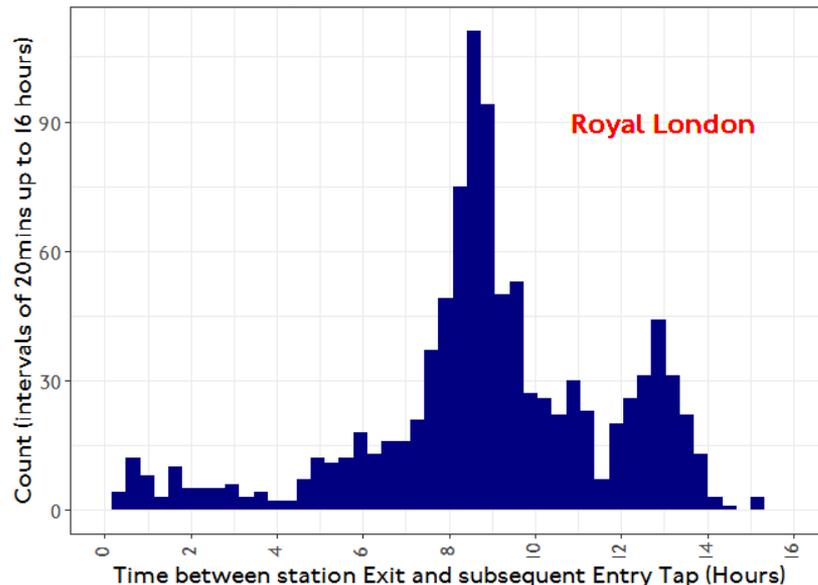


Identification of Key Worker Journeys during Lockdown 1

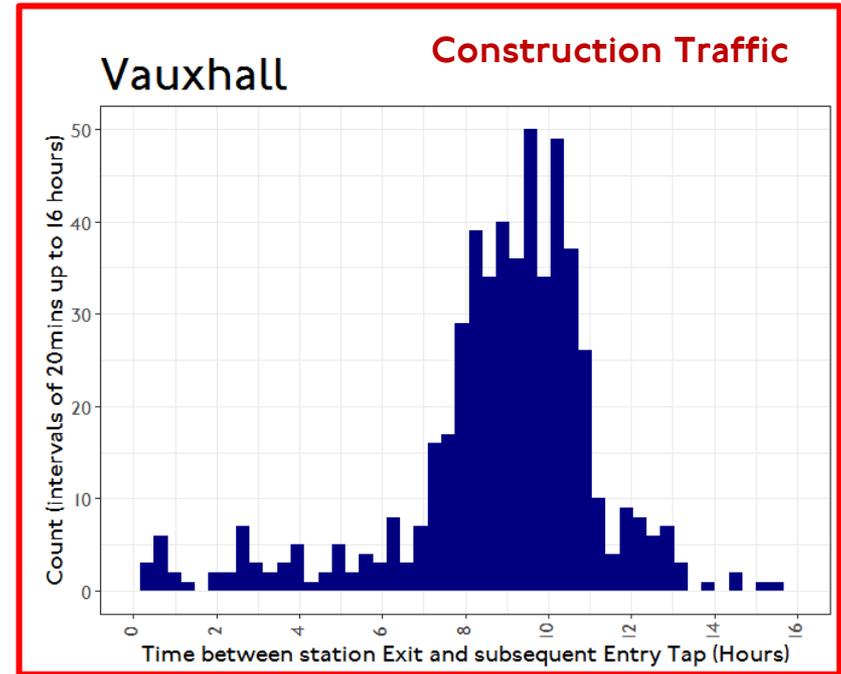
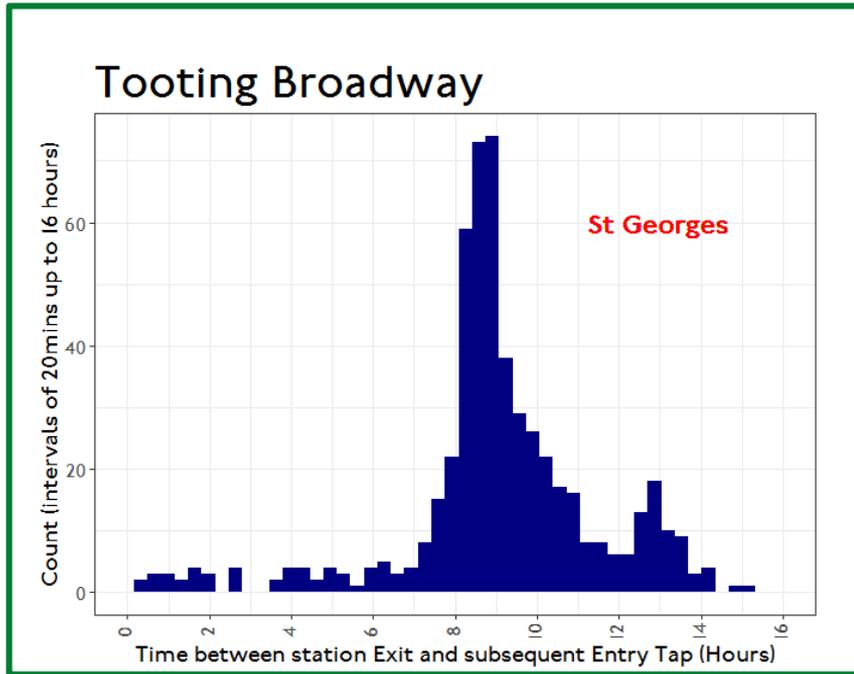
Belsize Park



Whitechapel



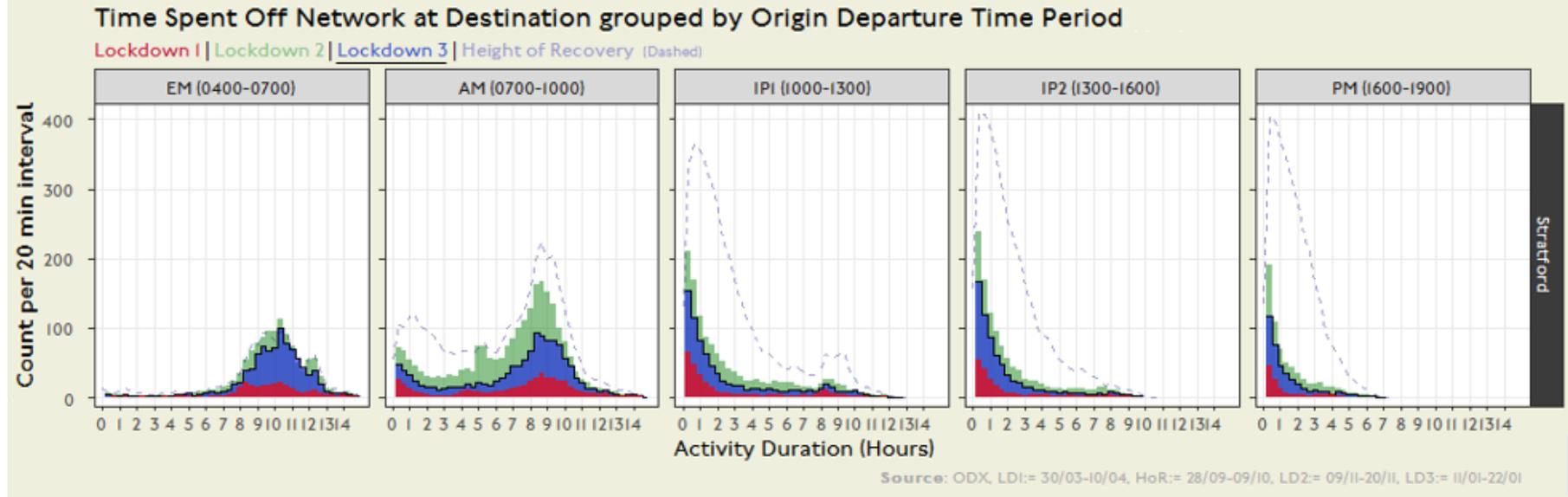
Monitoring activity patterns comparing Hospital and Construction journeys in Lockdown 1



This type of data has informed our conversations with the industry across the pandemic period.



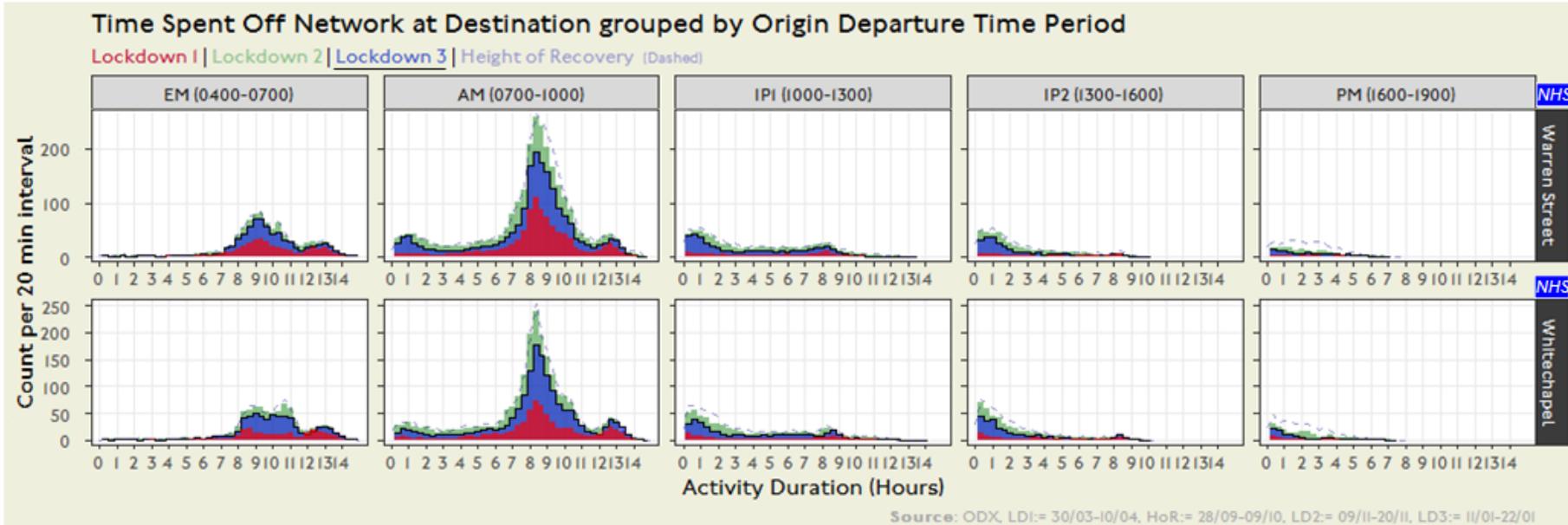
Activity Duration to understand trip purpose during the most recent lockdown



- Sub 2-3 hour activity is still prevalent at Stratford particularly during the inter and evening peaks



Activity Duration to understand trip purpose during the most recent lockdown (2)



- Greater hospital activity at both Warren Street and Whitechapel compared to Lockdown 1

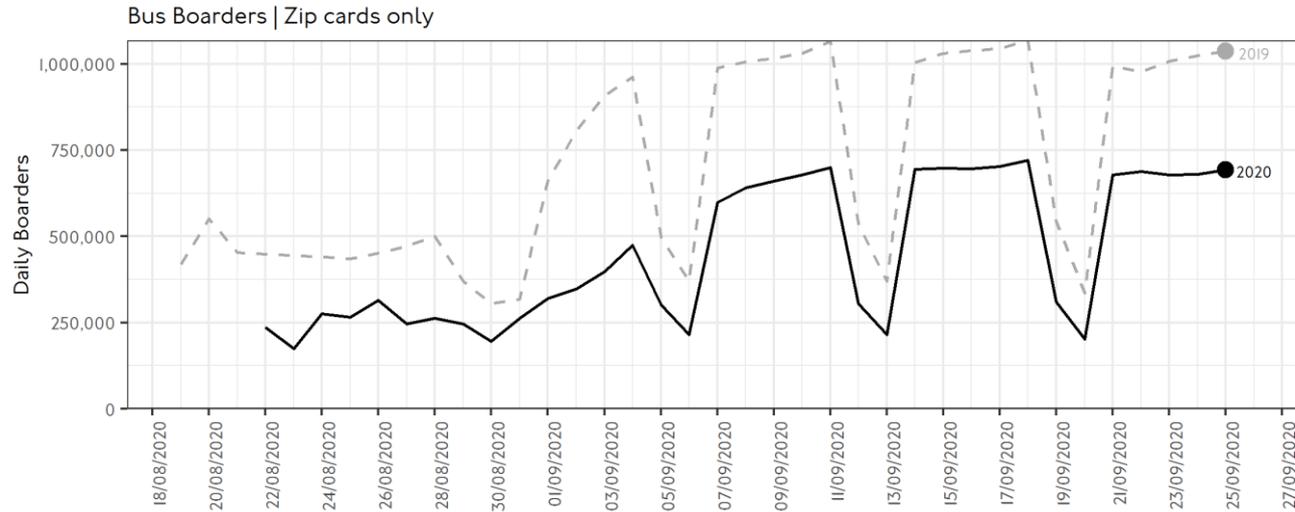


September 2020 Schools Reopening

- Across TfL, we planned and prepared for students to return to schools in September 2020
- We did extensive monitoring to measure impact of our travel advice



Zip card bus travel in September 2020



70%

Of our
expected level
of cards
observed

For the other 30% - can we infer how they travelled to school?

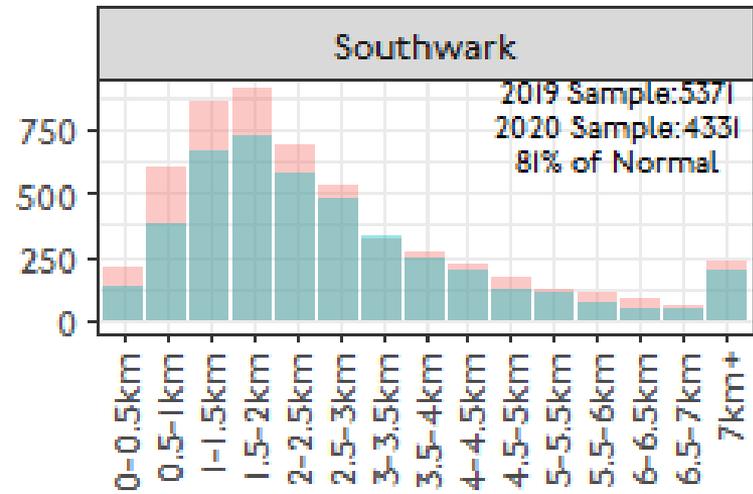
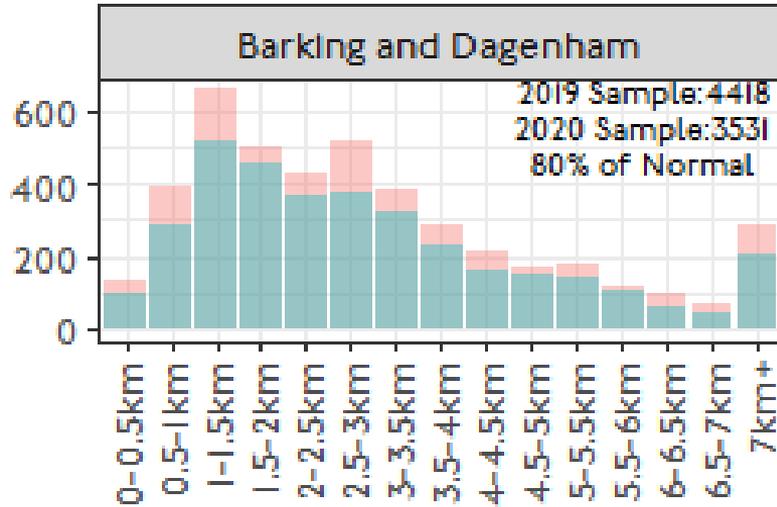


Estimated distance travelled on bus to get to school 2020 vs 2019

- We inferred the distances of students' journeys using our Origin and Destination (ODX) data tool.
- We then plotted this for journeys in 2020 versus 2019 by borough.
- Short-length journeys seen in 2019 but not in 2020 could be evidence of a switch to active travel.
- There were significant differences across boroughs.



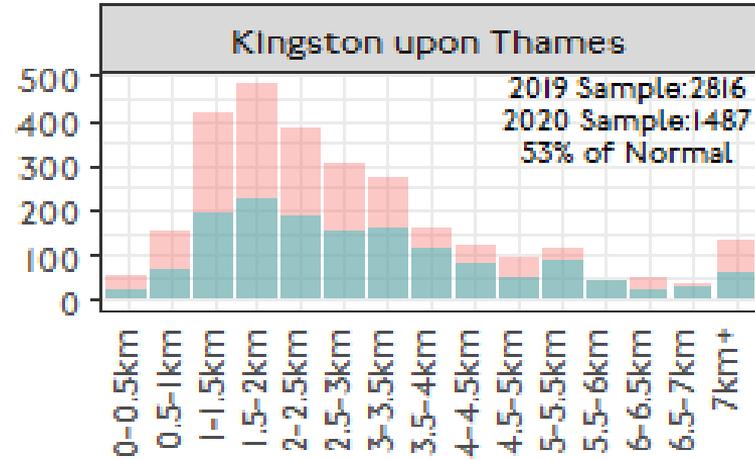
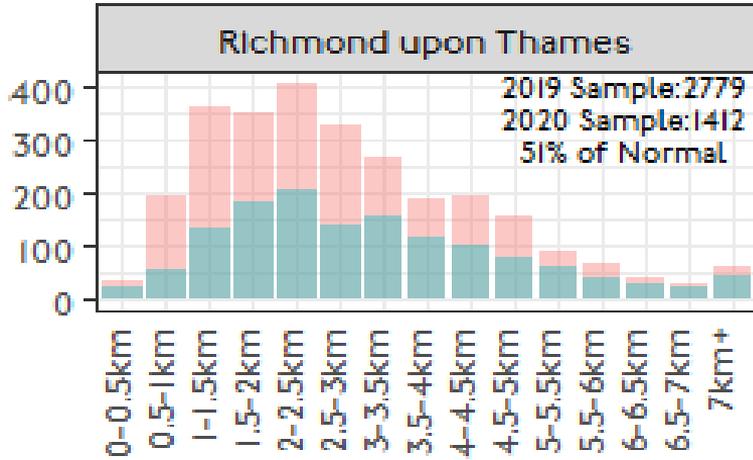
A borough perspective | Estimated distances travelled on bus to get to school



Boroughs like Southwark and Barking & Dagenham have a high proportion of cards seen. Other journeys in the 0-1.5 km range could have switched to active travel.



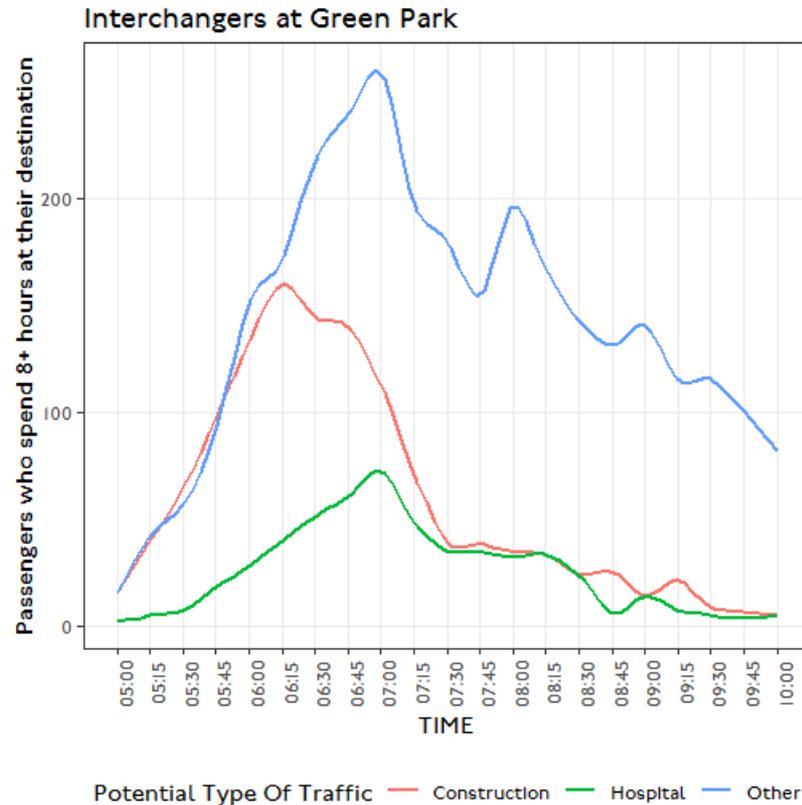
A borough perspective | Estimated distances travelled on bus to get to school (2)



Here we see a significant drop in cards seen in 2020 across the range of distances. Longer distances are very likely by private car.



Understanding Interchange Patterns within Stations



Source: WiFi (+ODX), LD3:= II/01-22/01

- Depersonalised WiFi data alleviates a gap in our understanding of interchange.
- Here we use WiFi counts observed in the interchange areas of stations. We have sub-grouped the passenger counts by activity duration at the destination station to estimate potential types of traffic.
- We can then infer where certain groups (construction versus hospital workers, for example) could be interchanging in larger numbers at the same time. This will shape our travel demand messaging.



Sharing insight with our customers

Through our Quiet Times Tool and our coronavirus reporting we have made our data insight available on the TfL website and TfL Go.

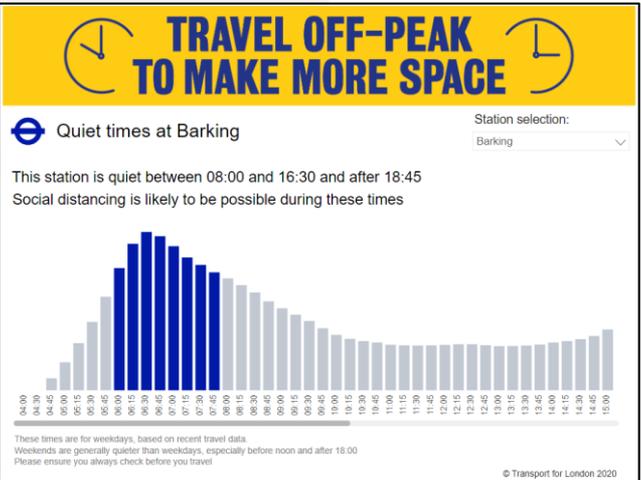
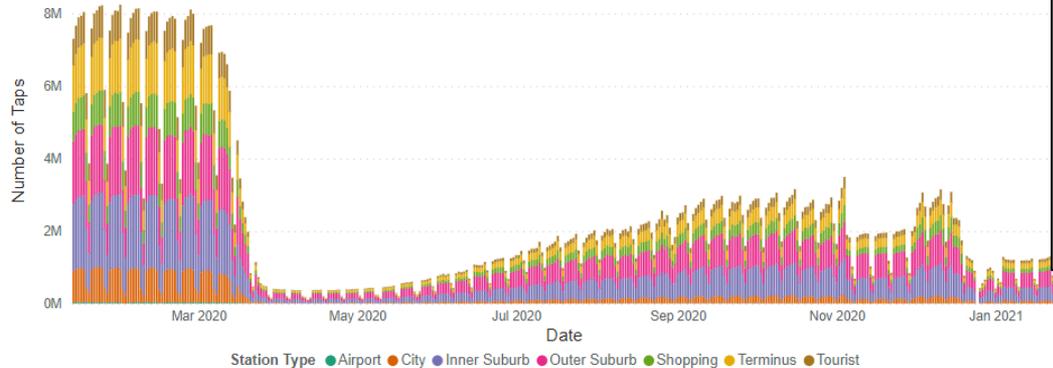
Demand by Station Type



Filters Please change to update page content
 Start Date: 13/01/2020 End Date: 24/01/2021
 Tap Type:

Select a Date Range, Station Type and whether you want to see Entries or Exits (or both) from the filters above. You can see figures for a particular station by selecting it from the list on the right hand side.

Number of Taps by Day and Station Type



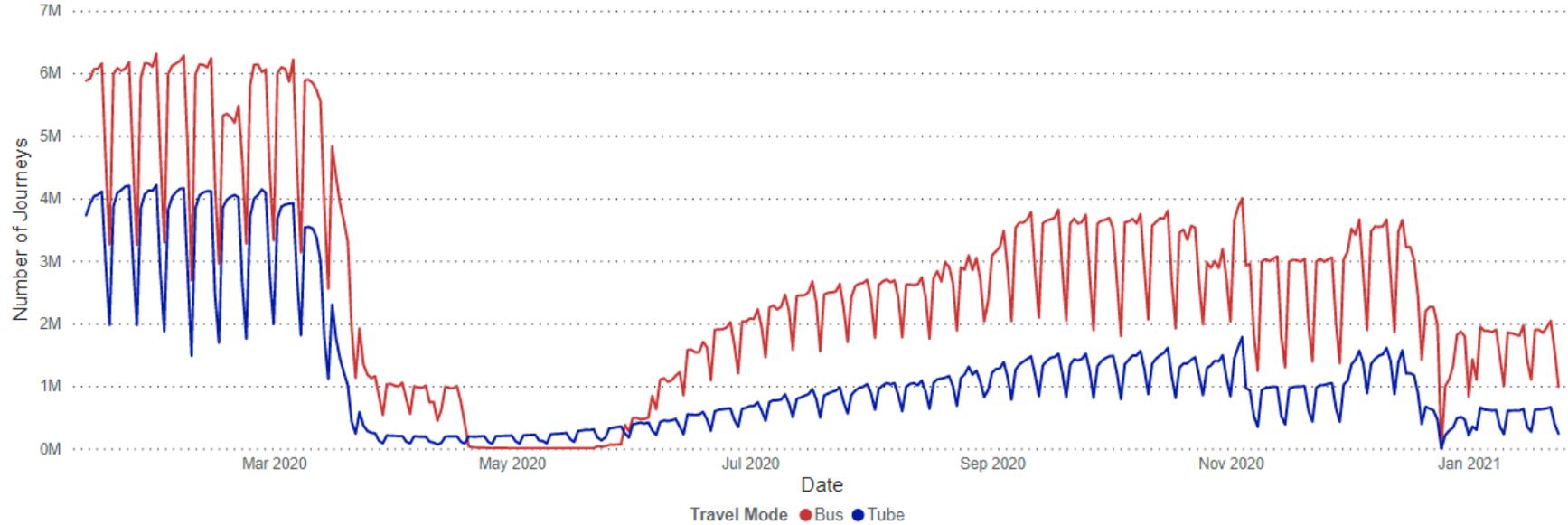
Balham

<https://tfl.gov.uk/status-updates/busiest-times-to-travel>



Daily Tube and bus journeys Jan 2020 - Jan 2021

Number of Journeys by Day and Travel Mode



Conclusion & Data Next Steps

- ♦ Our approach: identify the right questions to help us understand what's been happening during this unusual year.
- ♦ We will continue to monitor travel patterns during the current lockdown period.
- ♦ When we move towards recovery we will look at pattern changes to identify impacts of schools return, retail and leisure reopening, and overall impact across the broader economy.
- ♦ Our aim: provide data to serve TfL, London and the UK in our pandemic response.



Customer Service and Operational Performance Panel



Date: 24 February 2021

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 progress the Assisted Transport Services (ATS) strategy since the update to the meeting of the Panel on 23 September 2020.
- 1.2 It also provides an update on how ATS continues to adapt to support Londoners with reduced mobility during the ongoing coronavirus pandemic.

2 Recommendation

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

3 Background

- 3.1 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. ATS are pre-booked and so Turn up and Go, which does not require pre-booking, does not come under its umbrella.
- 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 (2019/20) TfL provided 100 per cent of the funding for the Taxicard scheme whilst working collaboratively with London Councils over the scheme's delivery.
- 3.3 TfL recently confirmed that Taxicard is one of its core transport commitments and, as such, TfL is committed to its ongoing funding. The level of funding will continue to be the subject of negotiation, year-on-year, in relation to changing demand for the service and in relation to any changes in TfL's financial position. London Councils officers have received confirmation of the indicative funding for Taxicard for the next financial year and are supportive of the approach being taken by TfL.
- 3.4 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.
- 3.5 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 travelling;
 - (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 service, single user platform and personalised account, that incorporate all public transport modes including dedicated assisted transport services; 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 provides value for money.
- 3.6 During the ongoing coronavirus pandemic, London's suite of ATS services has adapted in line with the above principles, in order to support its customers. Alongside this work, the momentum for change and improvement within this area of TfL activity has also been maintained. Updates on both these strands of activity are provided below.

4 Supporting ATS customers through the Covid-19 pandemic

Passenger support

- 4.1 As reported in September 2020, both the Dial-a-Ride and Taxicard services saw demand recover following the easing of lockdown measures in the summer and autumn of 2020. At its highest point, demand for Taxicard reached 77 per cent of the previous year's demand in September 2020. Demand for Dial-a-Ride reached a post-Covid peak of 28 per cent towards the end of December 2020.
- 4.2 Demand for both services fell noticeably at the start of 2021, albeit not to the extent experienced during the first lockdown in spring 2020. During that first lockdown, demand for Dial-a-Ride and Taxicard fell to seven per cent and 13 per cent respectively, however in the first week of January Dial-a-Ride demand stood at 12 per cent and Taxicard demand stood at 29 per cent compared with the previous year.

4.3 Dial-a-Ride continues to operate on the basis of single customer/ household occupancy scheduling as a risk reduction measure for passengers. However, the service is still able to schedule close to 100 per cent of all requests, due to the low level of demand at present. Taxicard demand, although considerably lower than its usual level, has consistently remained relatively higher than that for Dial-a-Ride. It is believed that this reflects the slightly younger age profile of members of Taxicard compared to Dial-a-Ride (average age in their 70s rather than 80s) coupled with a perception that taxis are safer than other modes of public transport, due to the physical partition between driver and passenger. It is expected that demand for both modes of door-to-door transport will rise again as the vaccination programme is completed amongst these age groups, although the extent to which this will occur across each of the services is difficult to forecast at the present time.

Community Support

4.4 In addition to maintaining passenger services throughout the coronavirus pandemic lockdown, both Dial-a-Ride and Taxicard have continued to make their resources available to provide vital support services to vulnerable members of the community. However, demand for such support has fallen since the first national lockdown in the spring.

4.5 Dial-a-Ride continued to help with food deliveries in the community until the end of 2020. Taxicard continues to offer a delivery service for essential medical and food supplies for those who might need this assistance. The take up of this facility has continued to be relatively small scale amounting to around 130 trips a week. Despite low numbers, those that do use the collection and delivery service have found it of great benefit.

4.6 Dial-a-Ride helped TfL deliver additional support to London's taxi and private hire drivers in the form of face masks and hand sanitiser as the second national lockdown was lifted at the start of December. Of the total 1.5 million face masks and 30,000 bottles of hand sanitiser provided by TfL to taxi and private hire drivers, Dial-a-Ride distributed 460,000 face masks and over 9,000 bottles of hand sanitiser from several designated locations around London.

Travel Mentoring Service

4.7 At the time of the last ATS update, in September 2020, the travel mentors had recently been brought back from furlough to work on re-scoping their activities in light of Covid-related risks. The team has subsequently worked closely with TfL Safety, Health and Environment (SHE) advisors to develop Covid-safe methods of working that minimise face-to-face contact with customers. This work was undertaken in stages, covering the main areas of their pre-Covid service offering, namely:

- (a) community and stakeholder engagement;
- (b) Dial-a-Ride and Taxicard application appeals;
- (c) the Mobility Aid Recognition Scheme (MARS);
- (d) group level mentoring support and advice; and

- (e) individual level mentoring support and advice.
- 4.8 The Travel Mentoring team regularly engages with stakeholder and community groups representing disabled Londoners and pre-Covid would regularly attend face-to-face meetings, workshops and forums to promote travel mentoring, offer 'train the trainer' sessions and help set up local travel mentoring provision. This work, aimed at the promotion of all ATS options including independent and active travel choices restarted as soon as the team returned from furlough, using digital platforms rather than face-to-face engagement.
- 4.9 Reviews of Dial-a-Ride application appeals (across London) and Taxicard application appeals (for some London boroughs) have continued to be undertaken by the Travel Mentoring team leader by telephone throughout the Covid-19 pandemic. Where a further in-person assessment is deemed necessary, membership is being issued on a temporary basis, as face-to-face assessments have been judged non-essential customer contact at the present time.
- 4.10 The MARS provides advice to anyone with a mobility aid, such as a mobility scooter, as to whether it is suitable for use on London's buses. The travel mentoring team administer the scheme and pre-Covid would offer the opportunity of an accompanied journey to check the suitability and size of a scooter and provide advice on safe travel. Travel mentors also issued cards which can be shown to bus drivers in case of any doubt over the scooter's suitability. Other mobility aids, such as mobility walkers and adapted children buggies are also covered by the scheme. In these cases, a MARS card is issued to prompt bus drivers to lower the accessibility ramp to assist with boarding and alighting.
- 4.11 A Covid-safe procedure for meeting a customer to advise on the suitability of their mobility aid for using a bus ramp has been developed by the Travel Mentoring team working with the TfL SHE team. Instead of arranging an accompanied journey on a live bus route, travel mentors now meet the customer at a local bus garage, or nearby bus stand where an out-of-service bus is made available for the advice session to be conducted with social distancing measures in place. Appropriate personal protective equipment (PPE) is worn by all parties during the advice session. Sessions have continued where the customer's travel need is essential in nature for the customer, even during the recent lockdown periods. However, where travel is non-essential (based on Government guidelines) MARS advice sessions are being postponed until Covid travel restrictions are once again relaxed.
- 4.12 Travel mentoring group level support usually takes the form either of classroom-based activities or 'on the road' bus days, which give groups of customers the opportunity to build their confidence around bus travel in a safe environment without members of the general public present. In relation to classroom-based mentoring, Covid-safe methods of delivery, using remote web-based methods of communication wherever possible have been introduced.
- 4.13 A Covid-safe method of delivering bus days has not been identified so far, so that element of the travel mentoring offering remains suspended at present. However, the team continue to work with stakeholders in the special educational needs sector to seek to identify ways in which this valuable tool for encouraging independent travel can be delivered safely in the future.

- 4.14 Pre-Covid, individual mentoring took the form of either advice on travel options only or advice supplemented by face to face accompanied journeys, up to a maximum of ten. Advice-only individual mentoring has continued to be delivered throughout the pandemic period through telephone or digital platforms.
- 4.15 The provision of face-to-face mentoring has, however, been substantially reduced in frequency, and replaced wherever possible by remote digital mentoring of customers. Travel mentors familiarise themselves with the route that a customer wishes to use in advance, then provide remote support whilst the customer completes the journey, accompanied by a relative or carer already in their support bubble if appropriate. Direct face-to-face support is provided by a travel mentor only when necessary. During any face-to-face assistance, appropriate PPE is always used and social distancing measures observed.
- 4.16 The scope of individual level travel mentoring support has also been expanded to consider the changing travel landscape in London. Individuals can now request mentoring to support the use of walking routes as well as for journeys involving bus, Tube, DLR, tram or rail options. Support is also being provided for individuals wishing to rebuild confidence in travelling in their local areas following Streetspace interventions. This new aspect of the travel mentoring service offering is being promoted through TfL Streetspace-related stakeholder engagement sessions, which members of the travel mentoring team are attending.

5 ATS Roadmap updates

- 5.1 Progress along the ATS Roadmap continues to be made and a summary of progress since the September 2020 meeting is included at Appendix 1. Further information relating to the key areas of progress are provided below.

One-stop shop booking and scheduling platform

- 5.2 Central to the delivery of the ATS strategy is the introduction of a one-stop shop that will eventually give customers the ability to access the range of ATS services using a single online portal alongside a telephone option. The project to procure a new booking and scheduling system for ATS that will form the basis of the one stop shop was restarted at the end of July 2020 and progress has continued in line with the revised timetable of activity. The invitation to tender was issued as planned in October 2020 and, of the original thirteen companies who entered a bid, five have gone through to the second stage of the process. Contract award remains on target to be completed by December 2021.

ATS customer segmentation and future demand

- 5.3 The ATS customer segmentation and future demand research project has also been progressing well. The research will involve both Dial-a-Ride and Taxicard customers and has two objectives: firstly, to understand the behaviour and attitudes of existing ATS customers and secondly, to understand how future ATS should be designed.

- 5.4 Delivery of the first objective will enable the ATS team to develop a communications strategy that will elicit behaviour change and encourage active travel and increased public transport usage. where appropriate. It will help the ATS team better direct customers to the most appropriate travel options through the 'one stop shop facility that will be enabled through the implementation of the new booking and scheduling system.
- 5.5 Delivery of the second objective will help map out next steps for the ATS strategy once the current set of objectives have been delivered.

Hospital Transport

- 5.6 A database containing updated advice for Londoners needing information on how to access the main hospitals in London using non-emergency patient transport services has been compiled and distributed to relevant customer facing teams within TfL. Alongside existing advice provided to customers on public transport routes to hospital, the new database contributes to the foundations of a TfL one stop shop of customer information on how best to access a hospital location.

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.

List of appendices to this report:

Appendix 1: The journey towards the vision for a world class Assisted Transport Services – February 2021

List of Background Papers:

Papers submitted to the panel on 23 September 2020, relating to Assisted Transport Services Update

Contact Officer: Claire Mann, Director of Bus Operations, Surface Transport
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The journey towards the vision for a world class Assisted Transport Services (February 2021)

Objective	Improvement Initiative	Detail of initiative	Status in September 2020	Current Status – Feb 2021	Expected Delivery Date
Create an integrated umbrella identity for ATS	1. Assisted Transport Services (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 Private Hire Vehicle (PHV) procurement	TfL/London Councils Joint framework for the procurement of taxi and private hire 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. Strategy to raise profile of ATS as important customer market for taxi and PHV trade	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	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 standards.	Discussions ongoing with TPH over potential for developing strategies to ensuring future supply of suburban taxi and HGV drivers for ATS services.	Strategies to be agreed with TPH by February 2021.

	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 Dial-a-Ride driver training.	Opportunity has been taken to relaunch the e-learning course for taxi and PHV drivers who wish to undertake Taxicard and Dial-a-Ride work.	As at start February, over 800 taxi drivers have completed the ATS e-learning training, representing approximately 90% of taxi drivers actively undertaking ATS work at present.	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	Dial-a-Ride 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.	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).	Driver app promotion on hold due to continuing Covid-19 related impact on ATS trip demand.	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. Date for completion to be reviewed when demand for ATS increases again.

	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.	Following project suspension during lockdown, work on project has recommenced with new timelines.	Standard Selection Questionnaire (SSQ) stage of procurement has been completed. Five bidders have progressed to Invitation to Negotiate stage. On target to complete tendering process as per timetable.	Invitation to tender (ITT) October 2020 Contract award December 2021 Go live by June 2023
	9. Integrate third parties with the one stop shop (e.g. hospital providers)	Following pilots and Demand-Responsive Transport (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.	Engagement plan expanded after linking with Bus Services to Hospital review. Some initial customer information integration achieved.	Patient transport services database has been compiled and shared with appropriate customer contact teams to provide to customers on request.	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	10. 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.	<p>Accessible Transport in London leaflet has been circulated to a variety of pan London disability organisations, boroughs and London Councils for their further distribution.</p> <p>Draft updates to the Accessible Transport in London leaflet have been produced, including information on hospital transport for the first time.</p> <p>Leaflet currently on hold pending decisions on Covid-19 changes to public transport environment</p>	Accessible transport in London leaflet visuals in process of being updated to better reflect the current, Covid-safe, travel experience.	<p>Accessibility Delivery Group to agree strategy regarding Accessible Transport in London leaflet.</p> <p>Once clarified, further opportunities to promote to be actioned (including with NHS Trusts and borough independent living and reablement services).</p>
	11. Travel mentoring strategy	Create a new strategy to increase usage of the travel mentoring scheme.	Draft strategy is being reviewed due to Covid-19 changes to public transport environment.	Travel mentoring strategy has been produced– implementation dependent on Covid-19 recovery timelines. In the meantime, Covid-safe working methods have been introduced to ensure ATS customers who need to travel continue to receive the support they need.	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	12. 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		
	13. Demand responsive transport	Research opportunities to harness Demand Responsive Bus (DRB) innovations to contribute to core ATS.	<p>The lockdown in March 2020 led to a decision to close both Sutton and Ealing DRB trials.</p> <p>Customer research was being scoped to better understand views of disabled and older people on DRB and the factors driving choices between DRB, traditional door to door and mainstream services.</p>	The opportunity afforded by the BAU Dial-a-Ride customer satisfaction survey enabled specific research to be undertaken amongst Dial-a-Ride members in the DRB trial areas,	<p>Summary of lessons learnt in respect of links between DRB and ATS markets to be completed by January 2021</p> <p>Research has been completed and results currently being discussed as part of the DRB trial evaluation.</p>

	14. Customer data	Conduct data analysis and customer engagement to understand customer choice between ATS and mainstream services.	TfL Customer Experience team leading on a fresh approach to customer research that will not require a data sharing agreement in order to proceed.	Research brief has been agreed and funding identified.	Completed analysis of ATS customer segmentation by March 2021 Update: research fieldwork will be completed by March 2021
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Date: 24 February 2021

**Item: Strategic Overview of Cycling in London – Annual Update
2021**

This paper will be considered in public

1 Summary

1.1 The purpose of this paper is to provide an annual update to the Panel covering the latest trends and progress against the Cycling Action Plan. Members requested this update at a meeting of the Panel held on 18 November 2020.

2 Recommendation

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

3 Background

3.1 The [Mayor's Transport Strategy](#) (MTS), published in March 2018, has several key targets related to cycling, including:

- (a) achieve an 80 per cent active and sustainable mode share by 2041. To meet this target, it is estimated that the cycling mode share needs to grow from 2.4 per cent in 2017 to between seven and ten per cent by 2041;
- (b) all Londoners to achieve 20 minutes of active travel per day by 2041, from a baseline of 30 per cent in 2017;
- (c) 70 per cent of Londoners to live within 400 metres of the cycle network by 2024 from a baseline of 8.8 per cent in 2017; and
- (d) Vision Zero target of zero deaths and serious injuries on London's transport network by 2041.

3.2 In December 2018, TfL launched the [Cycling Action Plan](#), setting out TfL's commitment and strategy to grow cycling in London and meet the cycling targets in the MTS. The plan included two additional targets to:

- (a) almost double the number of cycle trips made every day in London (from 0.7 million in 2017 to 1.3 million in 2024); and
- (b) increase the proportion of Londoners living within 400 metres of the London wide cycle network to 28 per cent by 2024.

3.3 In July 2018, TfL launched the [Vision Zero Action Plan](#) which sets out its vision to eliminate death and serious injuries on the transport network – covering a range

of measures to reduce road danger and make London's streets safer for all, including people cycling.

- 3.4 In February 2019, following publication of the Cycling Action Plan, an update to the Panel was provided on TfL's strategy to grow cycling in London, successes to date and the main challenges faced.

4 Latest Cycling Trends

Pre-coronavirus Pandemic

- 4.1 Recent years have seen a substantial increase in cycling in London, reflecting investment and other measures to encourage active travel. The 2019 calendar year saw a small year-on-year decline of 2.7 per cent in cycling volumes (mainly driven by trends in outer London and reflecting unusually poor weather during the counting periods). Although slightly lower than in 2018, overall levels were still higher than at any point before that, with an increase of over 150 per cent since 2000.
- 4.2 In 2019, 11.5 per cent of Londoners lived within 400 metres of the London-wide cycle network, compared to the Mayor's aim of 28 per cent by 2024, a 30.6 per cent increase on 2018. Where investment has been made, we have seen large increases in cycling locally. However, cycling remains relatively uneven socio-demographically, with a preponderance of higher-income white males.
- 4.3 Overall, 2019 showed a continuing decline in the number of people killed or seriously injured on London's roads compared to the 2005-09 baseline. The number of cyclists killed in collisions in 2019 was down by 70 per cent on the 2005-09 baseline, from 17 to five; whereas nationally there has been just a six per cent decrease since 2008.

During the Coronavirus Pandemic

- 4.4 During the pandemic, commuter cycling during the weekday peaks, previously the dominant trip type, drastically reduced as many employees started to work from home. On the other hand, leisure cycling increased, particularly on weekends, as cycling was one of the few permitted exercise activities during lockdown and motorised traffic levels were low, and this continued in the context of generally favourable weather over the summer.
- 4.5 Despite lower cycling in the initial lockdown period, reflecting dramatically lower overall mobility, the weekday and weekend trends broadly balanced each other, and from early summer total cycling was comfortably above the pre-pandemic baseline.
- 4.6 By October 2020 and thanks to new temporary cycle routes, 26 per cent of the long-term strategic cycle network had been delivered. This has led to an increase in the proportion of Londoners living within 400 metres of the cycle network to 17.9 per cent. These temporary schemes were delivered to address the public health crisis by giving people alternatives to travelling on public transport, or choosing to travel by car, with the impacts that this could bring. Decisions will be required about the potential permanent status of these schemes, subject to due process.

4.7 Further details on cycling trends are provided in appendix 1.

5 TfL's Cycling Action Plan

5.1 The Cycling Action Plan, launched in December 2018, sets out how TfL and its partners will grow cycling to meet the Mayor's Transport Strategy's objectives and is still relevant today, mid-pandemic.

5.2 The plan sets out three types of interventions:

- (a) **Creating streets that enable cycling:** To encourage cycling, Londoners need safe, accessible routes that are not dominated by motorised traffic. Improving street environments and building new routes to grow the London cycle network will be vital to enabling more people to cycle.
- (b) **Making it easy to get around:** Making a cycle journey in London should be as convenient as any other mode. Increasing numbers of people use apps to plan their journeys, and the plan proposes a step-change in the accuracy and quality of digital journey planning for cycling in London. The plan also includes proposals for the continued development of Santander cycle hire in London, and the delivery of more cycle parking.
- (c) **Promoting cycling for all Londoners:** Appealing cycling environments are required to encourage new people to cycle; removing other barriers and changing perceptions will be equally important. To complement the growing cycle network, and break down all barriers to cycling, the plan sets out a raft of initiatives including cycle training, community grants and events to celebrate cycling.

5.3 Further information on the detailed progress against each of these intervention types is provided in appendix 1.

6 Update on Main Opportunities and Next Steps

6.1 The main opportunities to grow cycling in the near term are summarised as:

- (a) **Making cycling a genuine option for everyone, including groups that are currently under-represented:** Normalising cycling for all rather than just for "cyclists". Delivering an inclusive cycling environment through strict quality standards. Providing Walking & Cycling grants and an expanded cycle training programme, targeting underrepresented communities. Activating new and existing routes through engagement and marketing activities.
- (b) **Working with our partners to ensure successful delivery of schemes:** Continuing to provide a compelling case for sustained long-term funding for cycling over multi-year delivery windows, bringing forward an equal balance of schemes to grow the network (e.g. corridors, links, upgrades) in financially uncertain times. Supporting boroughs – on who's roads much of the cycling delivery remains – with dedicated and shared resources and knowledge sharing events.

- (c) **Building on recent delivery where appropriate:** There has been an unprecedented pace of delivery in 2020/21. The key focus for coming months is to continue to deliver at pace to address the ongoing public health challenges while monitoring the impacts of Streetspace schemes. Some of the temporary schemes were based on permanent proposed schemes that had been subject to prior consultation, but for many of the projects further engaging local communities and stakeholders will be essential before consideration is given to making the transition from temporary to permanent infrastructure for the schemes that are best aligned with longer-term objectives. We will also explore the feasibility of adopting an LSP-style delivery approach with enhanced consultation and engagement for our longer-term programmes with the aim to reduce delivery lead-time and costs.
- (d) **Local political, community and business support to implement schemes:** Working closely with boroughs where there is real appetite to achieve the MTS while celebrating best practice and showcasing what is possible. Building and disseminating the case for active travel with more advance communication and deeper engagement with communities. Adapting schemes to reflect community and stakeholder feedback.
- (e) **Ensuring synergies between cycling and other sustainable modes within a constrained street space:** Applying our multi-modal approach to scheme development, planning holistically for all outcomes (e.g. Vision Zero, bus journeys), applying lessons learnt from our Healthy Streets and London Streetspace programmes. Planning more collaboratively with boroughs across areas and harnessing the role of Low Traffic Neighbourhoods to support an enhanced cycle network.

List of appendices to this report:

Appendix 1: Strategic Overview of Cycling in London: Annual Update 2021

List of Background Papers:

Papers submitted to the panel on 13 February 2019, relating to Strategic Overview of Cycling

Cycling Action Plan

Vision Zero Action Plan

Travel in London – Report 13

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24 FEBRUARY 2021

Strategic overview of cycling in London

Update for the Customer Service and
Operational Performance Panel
February 2021

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Purpose

This presentation provides a strategic update on cycling in London – as requested by the Customer Service and Operational Performance Panel (CSOPP) – and follows the strategic cycling overview presented to CSOPP in February 2019. It summarises the latest cycling trends in London, TfL’s approach to grow cycling and updates on delivery milestones.

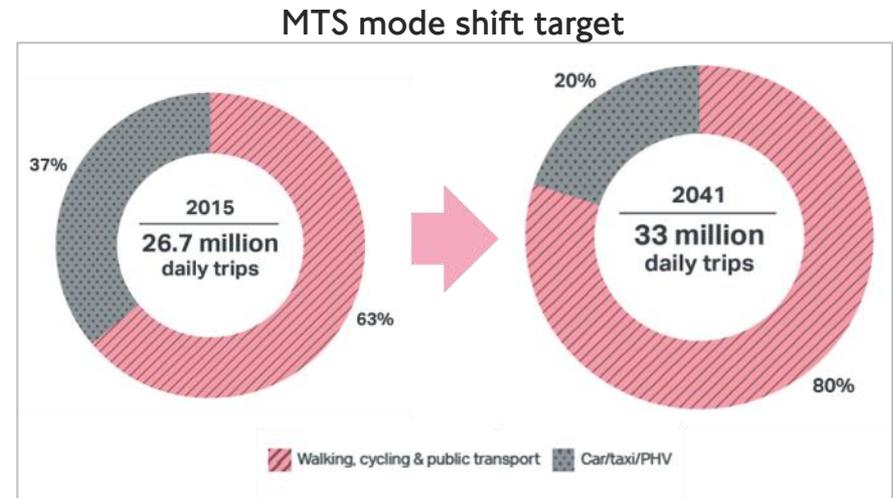
Content

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|---|----------------|
| I. Recap – strategic context | (slides 03-06) |
| II. Latest cycling trends and benefits: pre & during the COVID pandemic | (slides 07-15) |
| III. Streets that encourage cycling | (slides 16-21) |
| IV. Making it easy to get around by cycle | (slides 22-27) |
| V. Promoting cycling for all Londoners | (slides 28-32) |
| VI. Update on main opportunities and next steps | (slides 33-38) |



Recap: Cycling is key to delivering the Mayor's Transport Strategy

- The central aim of the Mayor's Transport Strategy is for 80 per cent of all trips in London to be made on foot, **by cycle** or using public transport by 2041.
- Too many people are seriously injured or killed while cycling every year. **Reducing road danger** for vulnerable road users is an essential part of our Vision Zero approach.



- Active travel has a vital part to play in solving **London's physical inactivity crisis**, contributing to the goal for all Londoners to do at least the 20 minutes of active travel they need to stay healthy each day.
- Cycling is one of the most **sustainable and space-efficient** mode of transport – encouraging more Londoners to cycle will tackle congestion and improve the efficiency of streets for the movement of people and goods while **improving air quality**.



Recap: Barriers to cycling

Our customer research has highlighted the main reasons why people currently choose not to cycle in London. **Road danger remains the main barrier to cycling, highlighting the need to expand the London-wide cycle network.**

1. Road danger

Almost half of all Londoners are put off cycling by fear of collisions.

2. Worried about fitness

More than 20 per cent of Londoners who don't cycle say that they feel too old or unfit to cycle.

3. Not confident about cycling

Our customers have told us that they can feel uncomfortable when cycling as they don't know what to expect, or don't know where good cycling routes are.

4. Cycling not seen as convenient

compared to other alternatives Thirty per cent of Londoners say that they do not cycle because they prefer other modes of transport.

5. Not identifying as a 'cyclist'

Almost half of Londoners say that cycling is 'not for people like me'.

6. Not having access to a cycle

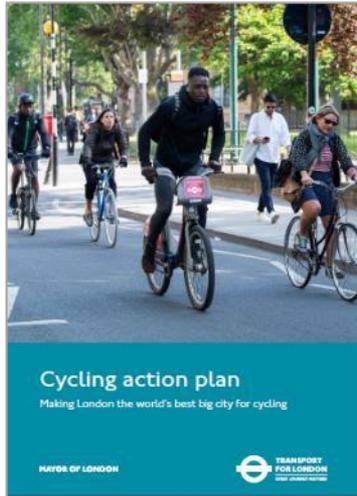
Forty-five per cent of London households do not have access to a cycle.

7. Lack of cycling infrastructure

Poor infrastructure, including a lack of cycle routes and cycle parking, puts 16 per cent of Londoners off cycling



Recap: Our targets for cycling



Cycling Action Plan

(December 2018)

An evidence-based approach to grow cycling in London



Mayor's Transport Strategy

(March 2018)

Targets related to cycling:

2024 targets:

- ❑ Almost double the number of cycle trips made every day in London (from 0.7million in 2017 to 1.3m in 2024)
- ❑ Increase the proportion of Londoners living within 400 metres of the London-wide cycle network to 28 per cent by 2024 (from 8.8 per cent in 2017).

- ❑ 80% sustainable mode share (walking, cycling and public transport) by 2041
- ❑ 70% reduction in the number of deaths and serious injuries by 2030 (compared to 2010-14 levels) and eliminate all by 2041
- ❑ 70% of Londoners living within 400 metres of the London-wide cycle network by 2041.
- ❑ All Londoners to do at least 20 minutes of active travel each day by 2041.



Recap: The delivery strategy for cycling

Our approach to grow cycling in London – as detailed in the Cycling Action Plan – is based on three key delivery themes that tackle the seven known barriers to cycling.

Barriers to cycling	Delivery themes		
	Streets that encourage cycling	Making it easy to get around by cycle	Promoting cycling for all Londoners
	<i>A dense cycle network, reduced traffic and streets that are better for cycling</i>	<i>Improved cycle wayfinding, new digital planning and navigation tools</i>	<i>Initiatives to promote cycling, change perceptions and tackle other barriers</i>
i. Fear and vulnerability	✓		✓
ii. Worried about fitness			✓
iii. Not confident	✓	✓	✓
iv. Cycling not seen as convenient		✓	✓
v. Not identifying as a cyclist			✓
vi. Not having access to a cycle		✓	✓
vii. Lack of cycling infrastructure	✓	✓	

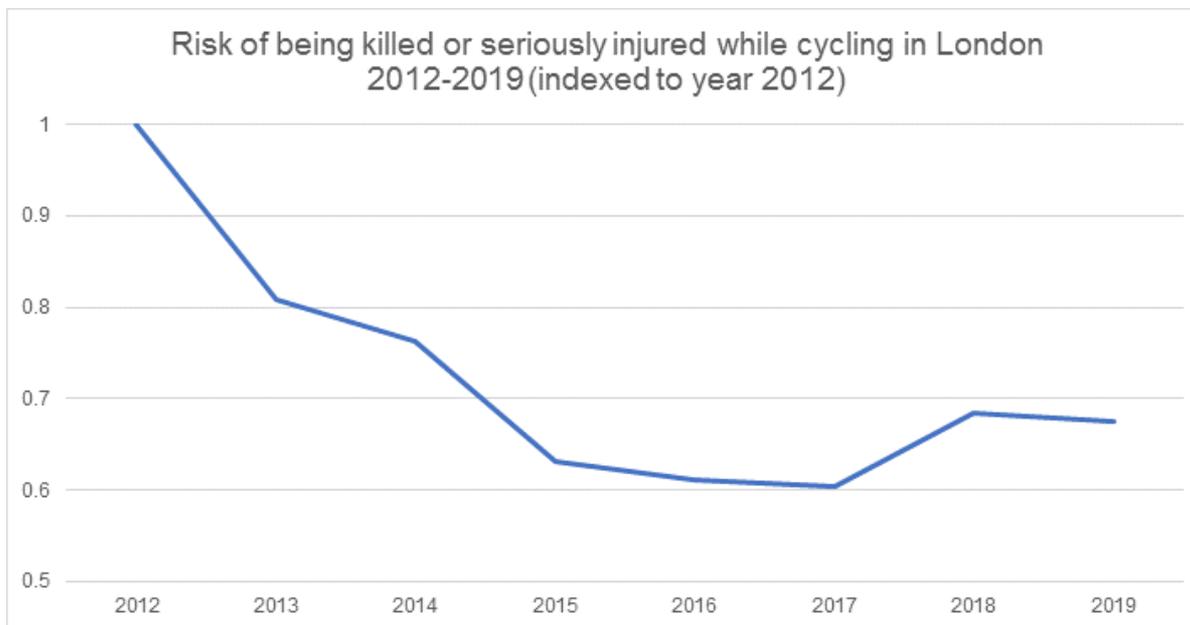


I. Latest cycling trends : pre & during the COVID pandemic



Pre-pandemic: Cycling is becoming safer

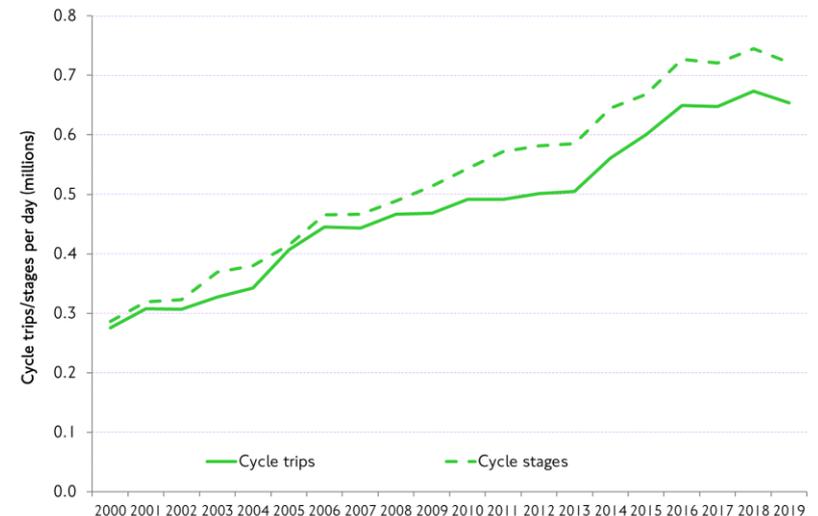
- Although the absolute number of people being killed or seriously injured while cycling has risen, the risk of being killed or seriously injured has decreased by a third since 2012, reflecting our investment in infrastructure and other road danger reduction measures such as higher safety standards for HGVs.
- **Cycling fatalities have reduced by 70%** from an average of 17 deaths per year in 2005-09 to 5 deaths in 2019.
- However, despite recent progress, road danger remains the main barrier to cycling and more must be done to further reduce risk.



Pre-pandemic: Cycling has been the fastest growing mode of transport in recent years

- Cycling has increased by over **150 per cent** since 2000 with a 2.4 per cent trip-based mode share in 2019.
- The growth in cycling in **central London** has been particularly strong with a **229 per cent** increase in cycles crossing the central cordon since 2001.
- Latest data shows slight decline (-2.7%) in the number of cycle journeys made in 2019, although overall levels are still higher than we've ever seen prior to 2018.
- The counts on which these estimates are made took place in Spring 2019, when the weather was relatively poor, which could have impacted on the number of cycling journeys.
- Cycling continued to grow in places where we invested in new/upgraded infrastructure (see slides 10)

Cycle trips/stages per day (millions)

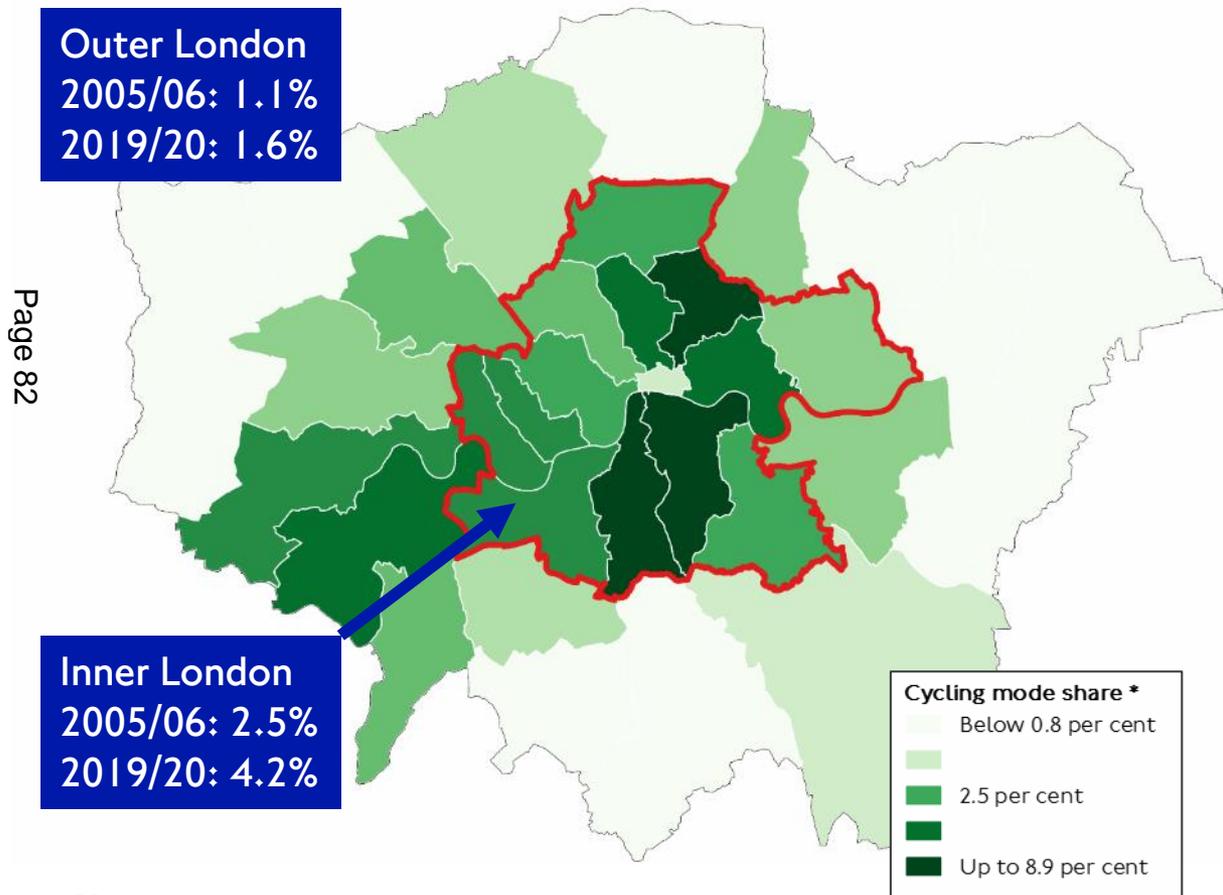


Travel in London Report 13



Pre-pandemic: Cycling is not growing evenly across London

Change in cycling mode share in inner and outer London boroughs (2005/06 to 2019/20)



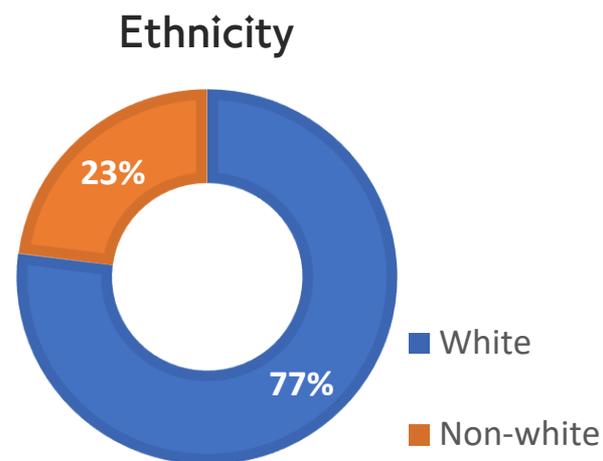
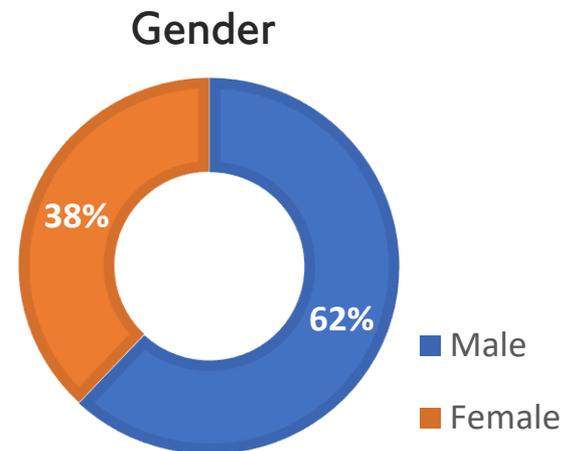
- The cycling mode share in outer London is lower and has seen slower growth
- Hackney has the highest cycling mode share in inner London (8.9%) while Richmond upon Thames has the highest cycling mode share in outer London (4.4%)



* Borough residents' trips % cycling mode share based on average daily trips 2017/18 to 2019/20

Pre-pandemic: Cycling could be more representative of Londoners

- Despite an increase of almost 20% in cycle trips since 2010/11, women are still under-represented (38% of people cycling).
- The proportion of people cycling aged 45+ is increasing from 22% in 2010/11 to 29% in 2019/20.
- The proportion of non-white people increased by one percentage point between 2018/19 and 2019/20 but remains low (23% of people cycling but 39% of the population).
- The proportion of higher income earners is increasing (to 38%), while people on low income are increasingly under-represented (11% of people cycling but 21% of the population)
- The barriers to cycling are particularly acute for groups who are currently under-represented. For example our research suggests that women are more likely than men to prefer routes away from motor traffic and difficult junctions – this directly informs the design of our new routes



Pre-pandemic: Impact of new cycling infrastructure

Where investment has been made, we continue to see **large increases in cycling** locally, such as:

- Cycleway 24 (Forest Road in the Waltham Forest Mini-Holland) where since construction began in 2015 flows have increased by more than **50 per cent** (which equates to an annual 13 per cent growth);
- Cycleway 22 (Newham Greenway), where cycle flows have increased by more than **35 per cent** since 2017 (an annual equivalent of 18 per cent per year).
- Data collected from other Cycleway routes launched in 2019 have shown increases in cycling levels by **at least 43 per cent** compared to 2014 levels.



Cycleway 6 extension between Kings Cross and Kentish Town		114%
Cycleway 17 between Elephant & Castle and Burgess Park		61%
Cycleway 20 between Enfield Town and Palmers Green		43%
Cycleway 23 between Lea Bridge and Whipps Cross		45%



Health inequalities & the role of cycling

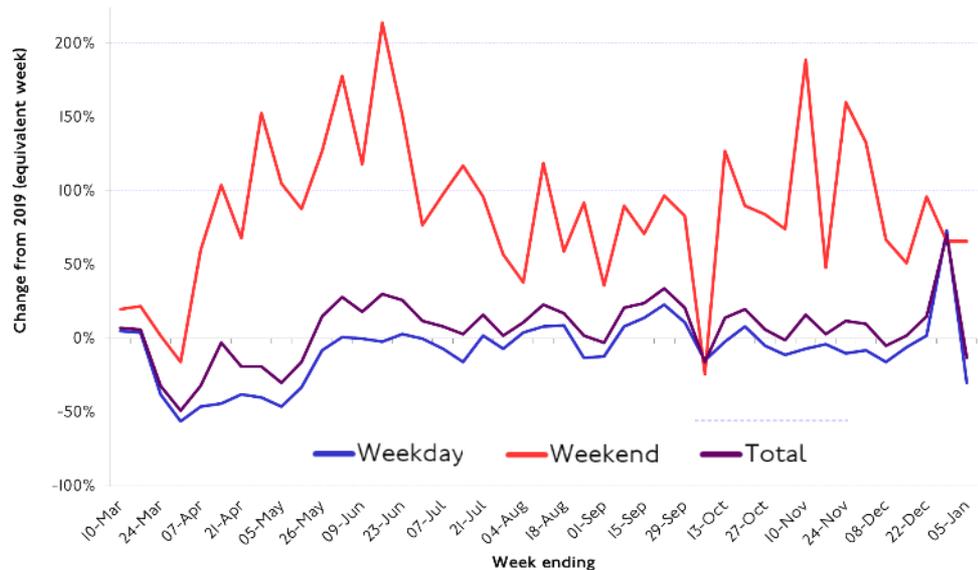
- Mayor has an ambition to create a healthier, fairer city, and one of the key ambitions within his **Health Inequalities Strategy** is for all Londoners to be doing the physical activity they need to stay healthy.
- Proportion of London residents who have achieved 20 minutes of active travel has increased to **42 per cent** (2019/20), however there is still considerable effort required to achieve our aim of all Londoners (in terms of our proxy value of 70 per cent).
- Participation in active travel is far more equitable across a range of demographic groups than participation in sport.
- However, Black Londoners, Asian Londoners, and those from mixed, other or Arab groups are all less likely to achieve the 20 minutes of active travel (37-41 per cent in 2019/20) compared to White Londoners (45 per cent)



During the pandemic: Cycling has been one of the most resilient modes of transport

- After a big drop in March, cycle flows started recovering in April and by mid-May had already reached 2019 levels, which have been mostly exceeded since
- Despite overall journey numbers being significantly reduced due to lockdown restrictions, cycling has increased by 22 percent in outer London in Autumn 2020 compared to spring 2019 and by 7% in inner London. Cycling levels at weekends were significantly higher than in 2019.
- Cycle Hire saw record usage in 2020 and an unprecedented growth in membership .
- Cycling levels have dropped again in early January but not as much as during the first lockdown.
- Despite increases in cycling flows the number of KSIs among cyclists have remained similar to 2019 levels*
- 20% of Londoners reported cycling in the last 12 months, up from 17% in 2019/20.**

Change in cycling volumes at counter sites. 2020 weeks percentage change against equivalent weeks in 2019:



During the pandemic: Cycling levels are increasing along London Streetspace infrastructure

Early monitoring of temporary schemes indicate they are supporting the observed growth in cycling:

- At Colliers Wood, protection has been added to the existing Cycleway 7, cycling was up 35% on weekdays and 150% at the weekend;
- Across Waltham Forest, where significant improvement have been made through the programme of temporary schemes, cycling has increased by 108% year on year in November.
- A community-led survey of a Low Traffic Neighbourhood (LTN) in Lambeth found that cycling increased by 84% between August and November, children cycling and cargo bikes almost tripling.
- Our Customer Pulse Surveys indicates that the creation of LTNs or School Streets have encouraged people who live, work or go to school nearby to cycle more (19% of respondents for LTNs and 18% of School Streets).



II. Streets that encourage cycling

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17 Reducing road danger

Streets that encourage cycling

What has been achieved to date:

- Pre-pandemic, the number of people killed while cycling was down by 70% in 2019 compared to the 2005-09 average.
- The Safer Junctions programme led to a 38% reduction in the number of collisions involving people cycling across 30 of London's most dangerous junctions.
- Temporary schemes rolled out to improve safety for people walking and cycling. In general there is a high or very high level of satisfaction and feeling of safety on all surveyed cycle routes.
- Despite an increase in cycling since March 2020, cycling KSIs in 2020 are similar to 2019*.
- Reduced speed limits have been embedded in the temporary schemes programme, with over 20km of TLRN reduced to 20mph speed limit.
- Introduction of the Direct Vision Standard (DVS) – part of a wider HGV Safety Permit Scheme – is still on track to be launched in March 2021 to ensure only the safest HGVs enter London

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Next steps:

- Our short term priorities for Vision Zero are reallocating space to vulnerable road users (including expanding the cycle network), lower speed limits and effective enforcement.
- We will also continue to the ongoing Safer Junctions Programme, new safety standards for buses and HGVs, innovative training for bus drivers and education campaigns.



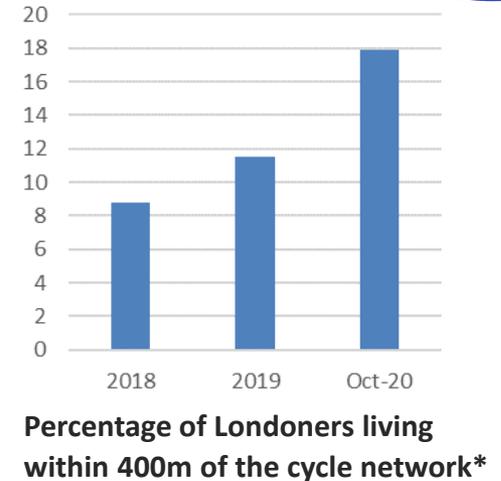
* Data from May 2020 onwards is still provisional and subject to change

Expanding the cycle network (1/2)

Streets that encourage cycling

What has been achieved to date:

- Between 2016 and 2019 we trebled the amount of protected cycle lanes in London (from 50km to 162km).
- In response to the pandemic, a further **79km of new or upgraded cycle infrastructure was delivered through London Streetspace Plan (LSP)** to support social distancing on-street and on public transport.
- In under two years, **we doubled the number of people living close to the cycle network*** (from 8.8% of Londoners in 2018 to 17.9% in October 2020).



Next steps:

- Through the programme of temporary schemes, London Boroughs and TfL will deliver at least 30km of new or upgraded cycling infrastructure in the second half of 2020/21 (November 2020 to March 2021).
- Monitoring of temporary schemes delivered in HI and consider transition from temporary to permanent schemes where appropriate and with due process.
- Evolved multi-modal approach to planning our schemes, applying lessons learnt from our Healthy Streets delivery programmes and the rapid temporary schemes programme.
- Added focus on town centres with highest cycling potential, especially in outer London, supporting the GLA's *High Streets* mission as part of London's COVID Recovery.

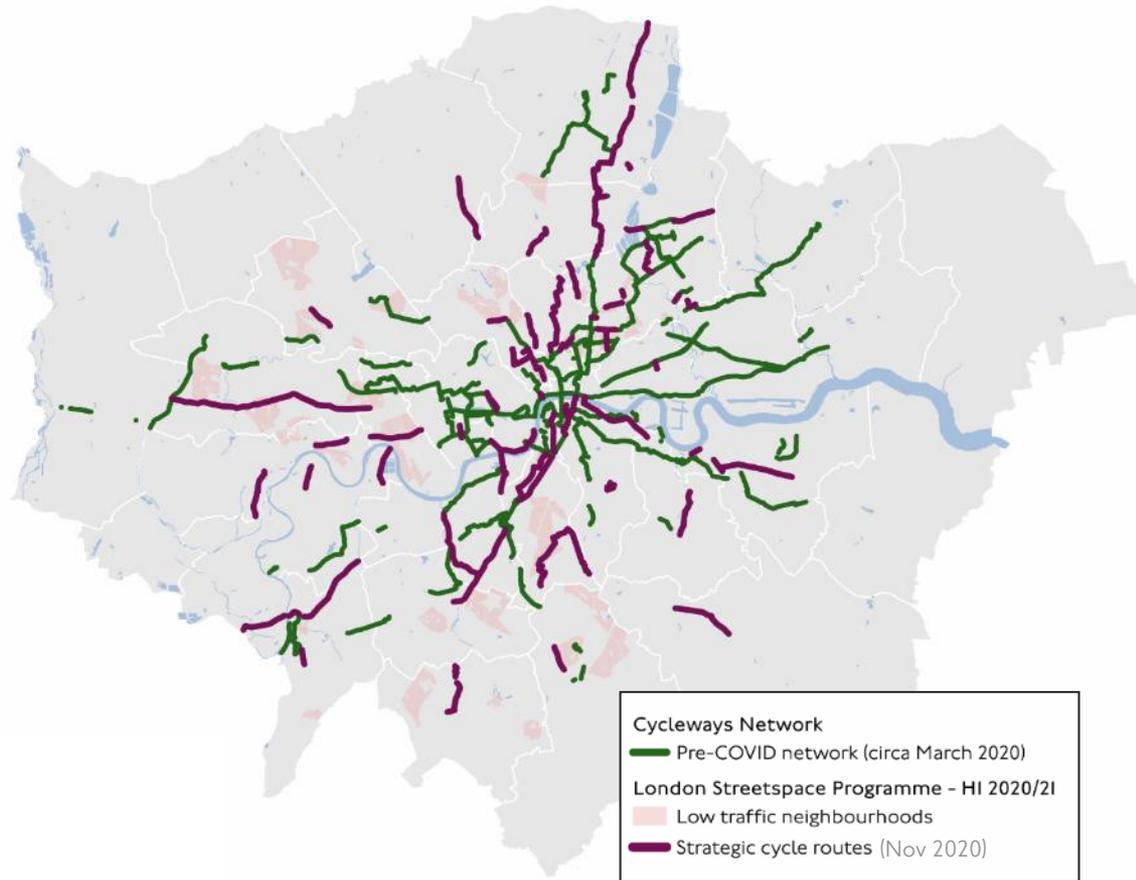


Expanding the cycle network (2/2)

Streets that encourage cycling

The new cycle routes delivered as part of LSP have expanded the reach of the cycle network, giving more Londoners the opportunity to cycle for their daily travel needs during the pandemic.

- **Radial links and town centre connections prioritised** through the Temporary Strategic Cycling Analysis in response to the pandemic.
- 71 town centres have direct connections to the strategic cycle network (33% of all town centres).
- **17.9% of Londoners live within 400m of the London-wide cycle network** (from 15.3% in March 2020).
- 88 Low Traffic Neighbourhoods reducing car dominance in residential neighbourhoods. **20% of Londoners living near an LTN say it encouraged them to cycle more.**



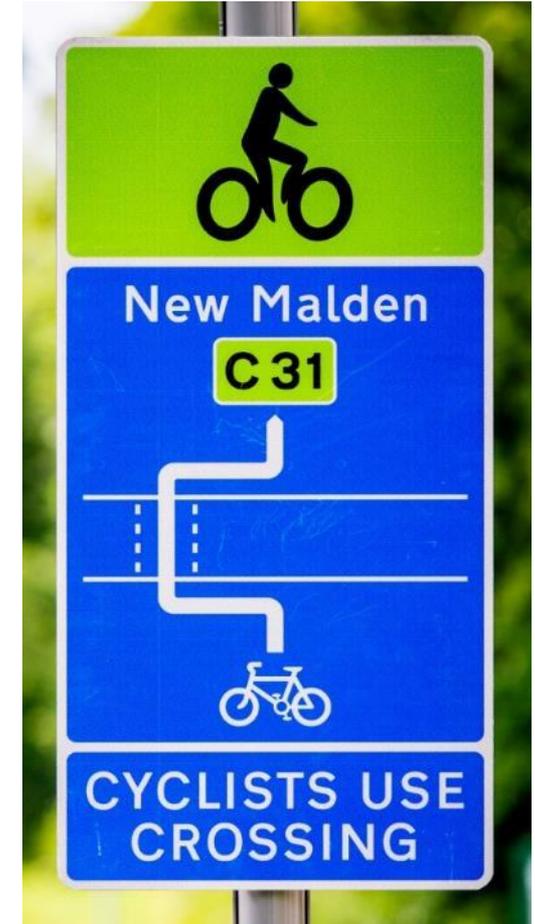
A unified, high-quality network (1/2): Cycleways & Quality Criteria

Streets that
encourage
cycling

What we have achieved to date:

- Developed a single brand for all high-quality cycle routes in London, in line with customer research and international best practice. This new branding – Cycleways – was launched in spring 2019, representing a cycle network of high quality routes that are fit for cyclists of all ages, all abilities and from all walks of life.
- Launched the new cycle Quality Criteria, helping us continue to improve the quality of the cycle network in London. The six criteria are designed to be consistent with recommendations in the London Cycling Design Standards and - working alongside other guidance and tools - should be used to shape the design of new cycling infrastructure.
- The spreadsheet tool – launched with the cycle Quality Criteria – allows planners and designers to use data to determine whether conditions are appropriate for routes to mix people cycling with motor traffic versus when dedicated space for cycling would be most appropriate.
 - Feedback suggests the tool helped provide greater certainty to borough officers regarding TfL's expectations on cycle route quality, while encouraging more consistent data collection.

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A unified, high-quality network (2/2): Guidance development

Streets that
encourage
cycling

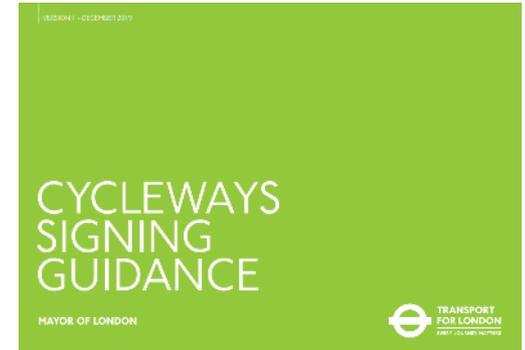
What we have achieved to date:

- Published the Cycleways Signing Guidance in December 2019 to ensure consistency of application in the signing of routes and the use of wayfinding
- Monitored new infrastructure layouts including detailed studies on Stepped Cycle Tracks and Shared Use Bus Boarders to inform and develop future cycling design guidance
- Discussed innovative infrastructure layouts and opportunities with accessibility stakeholders as part of the Inclusive Streetspace engagement series of meetings

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Next steps:

- There is a need to develop and fine-tune cycle wayfinding provision in the context of temporary routes, which will be further investigated as part of the roll-out of temporary schemes over winter and spring 2020/21
- An update to the London Cycling Design Standards will look to capture key recommendations emerging from recent monitoring



III. Making it easy to get around by cycle



Digital wayfinding

Making it easy
to get around
by cycle

What has been achieved to date:

- The Cycle Infrastructure Database (CID) provides the most comprehensive database of cycle infrastructure across London. The database is used by third-parties to develop wayfinding tools (e.g. [cycle parking maps](#) by ActiveThings).
- The [TfL Online Cycle map](#) has been updated with latest data on new cycle routes, including new temporary cycle routes delivered as part of the London Streetspace Plan.
- [The TfL Go app](#), launched in Summer 2020, helps users plan their journeys by public transport, walking or cycling. The journey planner feature of the app always shows a cycling option by default and highlights short cycling journeys, encouraging more people to consider cycling while planning their journeys across London.

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Next steps:

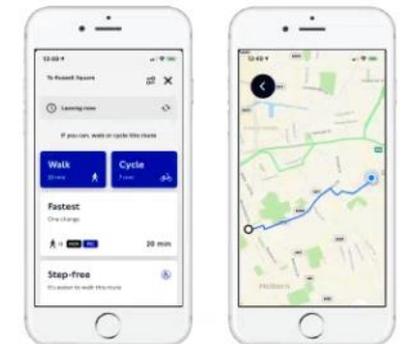
- Integration of the CID data into OpenStreetMap to keep it updated.
- Ensure that TfL Digital tools use latest data available, including on new cycle infrastructure and temporary cycle routes.
- Continue to develop the TfL Go app so that new features can support and encourage more people to cycle.



TfL Online Cycle Map



TfL Go App



Santander Cycles

Making it easy
to get around
by cycle

What has been achieved to date:

- Demand on Santander Cycles saw a slight drop in 2019 (approx. -1%) compared to previous year
- Following a drop at the start of lockdown in 2020, demand recovered very rapidly to exceed 2019 levels by mid-May with record usage throughout the summer and autumn months, particularly at weekends. New memberships have risen by 157 per cent over the last year compared to 2019.
- NHS staff and other key workers were given free access codes, supporting over 200,000 hires.
- Previously, the scheme had never surpassed more than 50,000 hires on a normal workday, a record that has now been broken 14 times since May 2020.
- 1,700 new cycles being added to the 12,000-strong fleet and 10 additional docking stations installed since February 2019, with four more planned in early 2021.

Next steps:

- Continue to support key workers and the broader growth in cycling demand.
- Introduction of GPS tracking cycles in the fleet to aid cycle recovery.
- Modernise the back office operating scheme including the roll out of e-bikes.
- Continue to optimise and expand the network to match demand with supply.



Dockless Cycles

Making it easy
to get around
by cycle

What has happened in London to date:

- Dockless cycles have been operating in London since 2017.
 - TfL has sought to ensure that the deployment of these cycles work for all Londoners, supporting cycling without making streets less attractive places.
 - Operators are expected to adhere to our code of practice which sets standards for safety, engagement, parking, enforcement and data sharing.
- Dockless cycles have continued to be used during the pandemic after an initial pause in some services when lockdown was first announced.

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Next steps:

- We are working with London Councils' Transport & Environment Committee to pass a new byelaw that will ensure dockless cycles are only parked in areas approved by boroughs, and ensure operators share data on their usage.
- The byelaw will be subject to public consultation before it comes into force.



Cycle parking

Making it easy
to get around
by cycle

Despite recent progress, more than half of Londoners are deterred from cycling due to a lack of cycle parking.

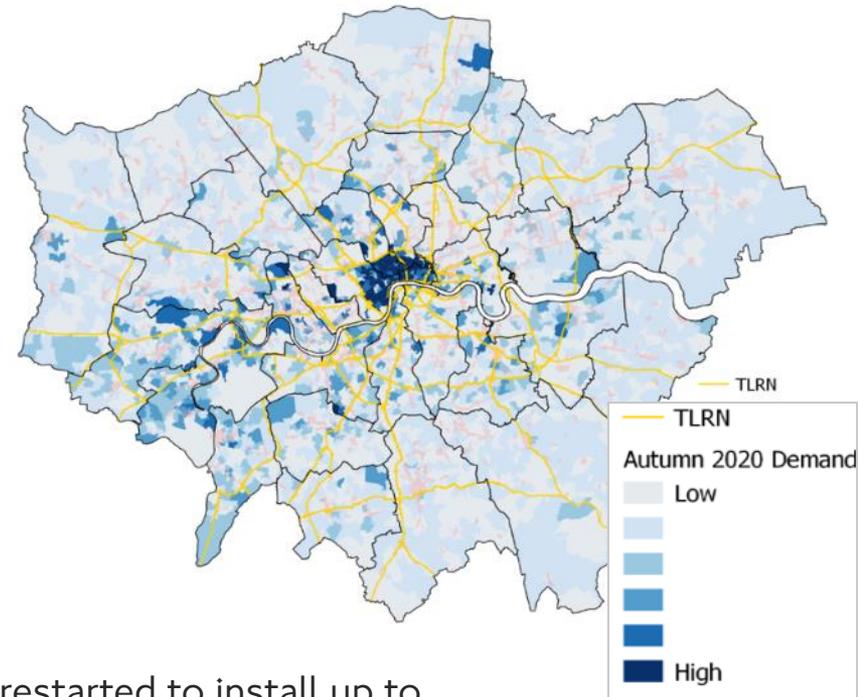
What has been achieved:

- London's first [Cycle Parking Implementation Plan](#) was published in July 2019, supported by a £3.5m delivery programme in 2019/20 which delivered 7,800 cycle parking spaces, including secure residential spaces, school cycle parking, hubs at stations and spaces in town centres.
- New demand analysis reflecting the impact of the pandemic on demand shared with London boroughs.
- 1,400 spaces delivered on the TLRN and at LU stations since March 2020.
- Thousands more spaces are delivered as part of new developments (both long stay and short stay).

Next steps:

- After a pause in March-Oct 2020, the programme has restarted to install up to 2,000 new cycle parking spaces across 14 boroughs by the end of 2020/21, prioritising those with new cycling infrastructure installed in 2020.

We estimate that 46,000 additional cycle parking spaces would be required to meet demand.



Cycle theft

Making it easy
to get around
by cycle

25% of people who cycle, and 22% of people who don't, are put off cycling in London by fear of having their cycle stolen.

What has been achieved:

- Delivery of 690 cycle hangars in 2019/20, providing secure cycle parking storage for over 4,100 residents.
- Support for boroughs to deliver secure cycle hubs at stations.
- Cycle security education via online Cycle Skills course.
- New partnership with Halford to provide discounts on locks.
- Cycle marking at TfL cycling events.



Next steps:

- Continue to fund the installation of new cycle hangars.
- Work with the National Cycle Crime Group and the cycle industry to extend opportunities for cycle marking and registration.
- Continue to promote safe locking practice and to deliver secure cycle parking facilities across London.
- Work with the Cycle Rail Working Group to develop new quality and security standards for cycle parking equipment.



IV. Promoting cycling for all Londoners

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Cycle training

Promoting
cycling for all
Londoners

What has been achieved to date:

- £2million grant secured from DfT to deliver face-to-face training in 2020-21, with all boroughs allocated £60k and targets set for adult & child training.
- 6,787 Adult Cycle Skills sessions delivered and 5,635 children trained to Bikeability level 2 by the end of November.
- UK's first online Cycle training course launched in June and updated with more inclusive content in November.
- Online Cycle Skills promoted through digital advertising and radio from July onwards. 4,976 people have registered for the online course. New partnership with Halfords giving 15% discount off cycle safety equipment on completion of the course modules launched in November.

Next steps & targets:

- Funding negotiations with DfT for 2021-22 cycle training delivery as part of wider TfL Healthy Streets funding talks.
- All Adult training is now on hold due to lockdown and children's training can only go ahead in schools for vulnerable and key worker children.
- Delivery window extended until end of July for 2020 funding.
- Cycle skills modules update to reflect latest policy changes.
- Big push for online Cycle Skills planned for Q4.
- Targets:
 - Total adult Cycle Skills sessions (Aug-Mar 2020-21): 11,658
 - Total children trained to Bikeability Level 2 (Aug-Mar 2020-21): 15,139



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.

Self-register now to get access to the four short modules. When you've completed all four modules, we'll send you a unique code for 15% off Halfords' electronic cycle lights, locks or helmets. To get your discount, add your code to your Halfords basket. Terms and Conditions apply.

Log in

Username:

Password:

Not signed up? **REGISTER**

TRANSPORT FOR LONDON **halfords** for TfL's journey

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 or groups

Learn how to look out for a group and how to avoid.



STARS

Promoting
cycling for all
Londoners

What has been achieved to date:

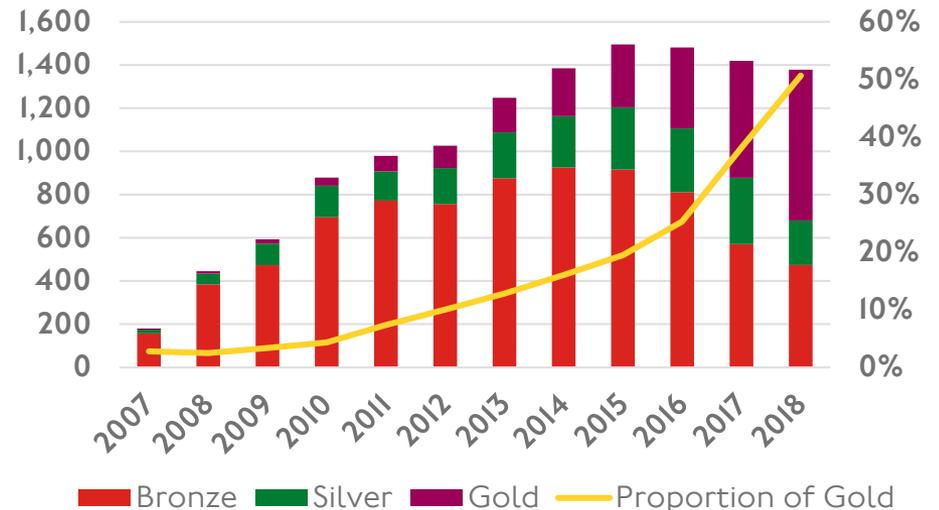
- Award-winning STARS programme supporting schools travel plans that set targets and actions to encourage mode shift
- 1,468 participating schools in 2020 (about half of all London schools), including 698 Gold accreditations, leading to an average 4% increase in active travel and 6% reduction in car use
- Launch of new STARS Journey Planner online tool, Home Learning hub during lockdown and first ever School's partnership with Micro Scooter in 2020.

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Next steps and targets:

- Double the number of Gold accredited schools from 500 to 1,000 by September 2024
- Raise pan-London awareness of STARS and equip boroughs with supporting analysis
- Continue other programmes targeting children at nursery, primary and secondary school stages

STARS schools accredited per year and proportion of Gold-rated schools



Walking & Cycling Grants London (WCGL)

Promoting
cycling for all
Londoners

What has been achieved to date:

- Grants of up to £10,000 over three years to London's diverse communities to reach groups that are under-represented in cycling and walking.
- 41,000 participants reached through more than 180 local projects and initiatives since 2015.
- 80 grants continuing in 2020 with an additional 68 grants announced in December 2020.
- New £2m five-year scheme funding partnership in place with The London Marathon Charitable Trust.
- New 'TfL for good' campaign featuring WCGL campaign launched in December on TfL poster network.

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Next steps:

- Annual Review and event in January 2021.
- New online Community Ideas Hub to share ideas from WCGL projects and other local community groups that can easily replicated - to launch in May 2021.



Biking with Badu (2019): Grassroot project with a 3-year programme reaching out to children who otherwise would not have access to bikes or cycle training, teaching them to be confident on-road cyclists. To minimise exclusion they provide free lessons and meals to those who require them.



Promotion, campaigns and events

Promoting cycling for all Londoners

What has been achieved to date:

- Walking and cycling 'crisis' messaging during lockdown as an alternative to the car/public transport.
- Launch of a new 'rallying' campaign across TV, video on demand and out of home post lockdown encourage walking or cycling for A to B journeys.
- New Streetspace schemes launched with local posters or geo-targeted digital ads, and radio ad to promote the scale and momentum of Streetspace delivery in August 2020.
- Campaign to encourage walking and cycling for back to school in September.
- Media partnerships with Global and Time Out to inform Londoners about the benefits of cycling and walking and about TfL initiatives and infrastructure (August to October 2020).
- New Santander Cycles Hire (SCH) campaign launched in July.

Next steps:

- Campaigns to encourage advocacy and usage of C9, C4 sectional opening and CS7 upgrade in Q4.
- Campaign to rally Londoners to walk and cycle in the new year replaced by online Cycle Skills course multi-channel promotion.
- New campaign to 'rally' Londoners to walk and cycle planned for when the restrictions are lifted, assuming a staggered move through the tiers.



V. Update on opportunities and next steps



Opportunities (1/5)

1. Making cycling a genuine option for everyone, including groups that are currently under-represented (women, people from BAME communities, disabled people)

Our approach:

- Normalising cycling as a genuine transport mode for every day travel needs, tackling the preconception of cycling only being for “cyclists”.
- Delivering an inclusive cycling environment by ensuring that all new permanent routes in the capital meet strict new quality standards (Cycling Quality Criteria).
- Walking & Cycling Grants reaching under-represented social groups (68 community groups awarded in December 2020).
- Make the case to DfT to expand cycle training programme for both adults and children. We have also developed a new online cycle training module to widen our reach, including advice for adapted cycle users.
- Comms and activation programmes to promote cycling to all Londoners and targeting areas with high BAME representation and/or high deprivation.
- New guidance for boroughs to improve access to cycles for all.



Opportunities (2/5)

2. Working with our partners to ensure successful delivery of schemes

Our approach:

- Continue to provide a compelling case for sustained long-term funding for cycling, ensuring that boroughs and ourselves can appropriately plan balanced multi-year delivery pipelines.
- To design high-quality schemes and grow the cycle network in the current climate of financial uncertainty and constrained resources, deliver an equal balance of strategic corridors, network infill, links, spurs and connections to outer London town centres.
- Much of this delivery remains on borough streets, and we are working closely with boroughs to develop and deliver ambitious schemes that meet joint aspirations.
- Many boroughs have constrained resources which poses a challenge for meeting their ambitions for cycling. We are working to help tackle this through:
 - an increased focus on collaboration including sharing resources, data and expertise with boroughs;
 - facilitating cross-borough knowledge sharing, including through UDL events; and
 - deploying additional localised resource to support boroughs through the Healthy Streets Officer programme.



Opportunities (3/5)

3. Building on recent delivery where appropriate

Our approach:

- Cycling infrastructure has been delivered at an unprecedented pace in 2020/21 with temporary schemes to facilitate the rapid roll-out of our response to the pandemic, in line with Government guidance. There are lessons we can learn from this process.
- We will explore the feasibility of adopting an LSP-style delivery approach for our Healthy Streets programmes, with enhanced consultation and engagement, to continue delivering new cycling infrastructure at pace. This includes the rapid roll out of low-cost, temporary infrastructure to test longer term proposals where appropriate.
- We will also continue to monitor the impacts of temporary schemes on cycling and other modes, as well as engaging local communities and stakeholders, to inform which schemes could be made permanent.
- With limited TfL and borough funding and resources, only the schemes that are best aligned with longer term objectives will be considered for permanency.



Opportunities (4/5)

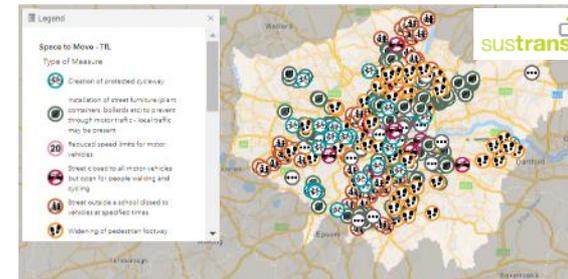
4. Local political, community and business support to implement schemes

Our approach:

- Work closely with boroughs where real appetite to achieve the Mayor Transport Strategy's objective is shown.
- Building and disseminating the case for active travel, highlighting how it benefits individuals, residents, local businesses as well as London as a whole.
- Share the evidence and mend the LTN divide.
- Celebrating best practice on borough schemes, showcasing what is possible.
- More advance communication and deeper engagement with communities.
- Adapt schemes based on stakeholder feedback (e.g. changes to CS7 with better access for emergency vehicles).
- Improved ability to share monitoring and evaluation data.



Low Traffic Neighbourhood blog: makes the case for investment in LTNs, both as a response to the pandemic and as a tool to achieve MTS objectives.



Tell us what you think: we've teamed up with Sustrans to gather feedback from the community on Streetspace schemes.



TfL's online economic case for active travel hub: provides policy makers, planning officers, local communities and businesses with evidence of the benefits of active travel



Opportunities (5/5)

5. Ensuring synergies between cycling and other sustainable modes within a constrained street space

Our approach:

- Following an evolved multi-modal approach to our schemes, planning holistically for all outcomes including Vision Zero and improved bus journeys.
- Applying lessons learnt from our Healthy Streets delivery programmes and temporary schemes programme.
- Planning more collaboratively with boroughs across areas.
- Harnessing the role of Low Traffic Neighbourhoods to support an enhanced cycle network.



Customer Service and Operational Performance Panel



Date: 24 February 2021

Item: Public Engagement and Consultation: a focus on the London Streetspace Programme

This paper will be considered in public

1 Summary

1.1 This paper provides an update on steps taken to engage and consult with the public and stakeholders on the London Streetspace Programme (LSP).

2 Recommendation

2.1 The Panel is asked to note the paper.

3 Background

3.1 In September 2020, the Panel was briefed on the steps taken to transform the way that we engage with communities and stakeholders, specifically in the context of the LSP.

3.2 Since then, the programme of engagement has had to adapt as new guidance has been issued by the Department of Transport (DfT), specifically concerning how consultation should be undertaken for any scheme funded by the Government's Emergency Active Travel Fund.

3.3 In May 2020, DfT provided emergency funding and issued guidance to implement temporary changes to the UK's road network to aid social distancing and provide more cycling facilities. This was in response to the coronavirus pandemic.

3.4 In response to this the Mayor of London launched the LSP in May 2020 to:

- (a) make it easier and safer for people to keep up social distancing during the coronavirus pandemic;
- (b) help people walk and cycle more often;
- (c) avoid a sharp increase in car use when lockdown measures ease; and
- (d) keep London's air as clean as possible to protect everyone's health and to reduce carbon emissions.

- 3.5 Across the Transport for London Road Network (TLRN) and borough-managed roads, the LSP has delivered significant improvements for active travel, and at an unprecedented pace. This includes 89.1km of new or upgraded cycling infrastructure, 22,516km of highway space reallocated to pedestrians and 86km of TLRN bus lanes converted to operate 24/7, Monday-Sunday. Boroughs have delivered 92 Low Traffic Neighbourhood and 305 School Streets schemes. While there has been support for many of the temporary schemes (and this varies from scheme to scheme), there have also been concerns. Amongst these have been frequently raised concerns that schemes have been implemented without consultation.
- 3.6 The United Trade Action Group Limited and the Licensed Taxi Drivers' Association Limited issued a judicial review claim against TfL and the Mayor of London, challenging TfL's interim Streetspace guidance issued to boroughs and a temporary scheme in Bishopsgate made pursuant to the LSP. In a judgment given on 20 January 2021, the court quashed the LSP, our current borough guidance and the traffic order providing for the Bishopsgate scheme. We are disappointed with the court's decision and are seeking to appeal the judgment. The court has put a stay in place which means our interim guidance and the order can remain in place pending any appeal.
- 3.7 The judgment is about the decision-making process leading to the issuing of our interim borough guidance and the implementation of the Bishopsgate scheme and does not prevent decisions on other schemes being taken going forward, which should be taken having regard to the judgment as appropriate.
- 3.8 We recognise the need for schemes, such as our Bishopsgate corridor, to work for the communities they serve and have worked hard to ensure that people across the Capital, including those who use taxis, can continue to make the journeys they need. We also recognise the need for schemes to be delivered in a fair and consistent manner and have worked closely with boroughs to create clear guidance for implementing schemes.

4 Revising our engagement and consultation approach on LSP

- 4.1 In November 2020, the DfT issued new guidance for local authorities, regarding its second tranche of funding for new emergency active travel schemes. This guidance now includes specific expectations for local authorities to engage and consult local communities and stakeholders before further schemes are implemented.
- 4.2 The latest DfT guidance now allows us to revisit our LSP engagement plan and strengthen this by undertaking not just statutory, but public consultation on LSP schemes in 2021.
- 4.3 Our new engagement and consultation approach will support both new schemes that we implement in the first quarter of 2021, and any existing temporary schemes where consideration is being given to making them either permanent or experimental following a review of the benefits they have delivered.
- 4.4 Engagement and consultation on new LSP schemes will now follow a four-step process to ensure community and stakeholder voices are heard:

- (a) **Step 1:** Community engagement phase to explain our proposals and listen to feedback from residents, local businesses, key local stakeholder groups, including accessibility and those representing the disabled and other protected groups.
- (b) **Step 2:** Statutory consultation phase before the experimental traffic order has been put into place. This involves consulting with those including the local borough, freight industry, emergency services, and any other relevant stakeholder groups.
- (c) **Step 3:** Public consultation phase. This will run for the first six months following the introduction of a new experimental LSP scheme. Depending on the outcome of the consultation and ongoing monitoring of a scheme, consideration will be given to either continue the experiment to collect more data, end the experiment and remove the measures or retain the scheme and make it permanent.
- (d) **Step 4:** Second statutory consultation phase. If consideration is being given to retaining a scheme, then a final statutory consultation will be conducted with statutory consultees before consideration can be given to making it permanent.

4.5 For existing temporary LSP schemes, where we propose to make them permanent, there is a similar process to follow that will also involve public consultation. This will follow the steps outlined below:

- (a) **Step 1:** Community engagement phase to explain our proposals and why we propose a scheme should be made permanent.
- (b) **Step 2:** Public consultation phase. This will run for a minimum of four weeks. Depending on the outcome of the consultation, consideration will be given to an experimental scheme, remove the scheme or retain the scheme and make it permanent.
- (c) **Step 3:** Statutory consultation phase. If consideration is being given to retain the scheme, then a final statutory consultation will be conducted with statutory consultees before the temporary traffic order can be made permanent.

4.6 Throughout the above phases, TfL will continue to engage with all impacted groups through the tools and techniques outlined in the Streetspace Plan Update paper considered by the Panel on 9 September 2020. Any decisions will be supported by an appropriate equality impact analysis and decision-making process, considering consultation responses and other feedback received.

List of appendices to this report:

Appendix 1: London Streetspace Plan – Public engagement and consultation in 2021.

List of Background Papers:

None.

Contact Officer: Alex Williams, Director of City Planning
Number: 07894 785 281
Email: alexwilliams@tfl.gov.uk

London Streetspace Plan

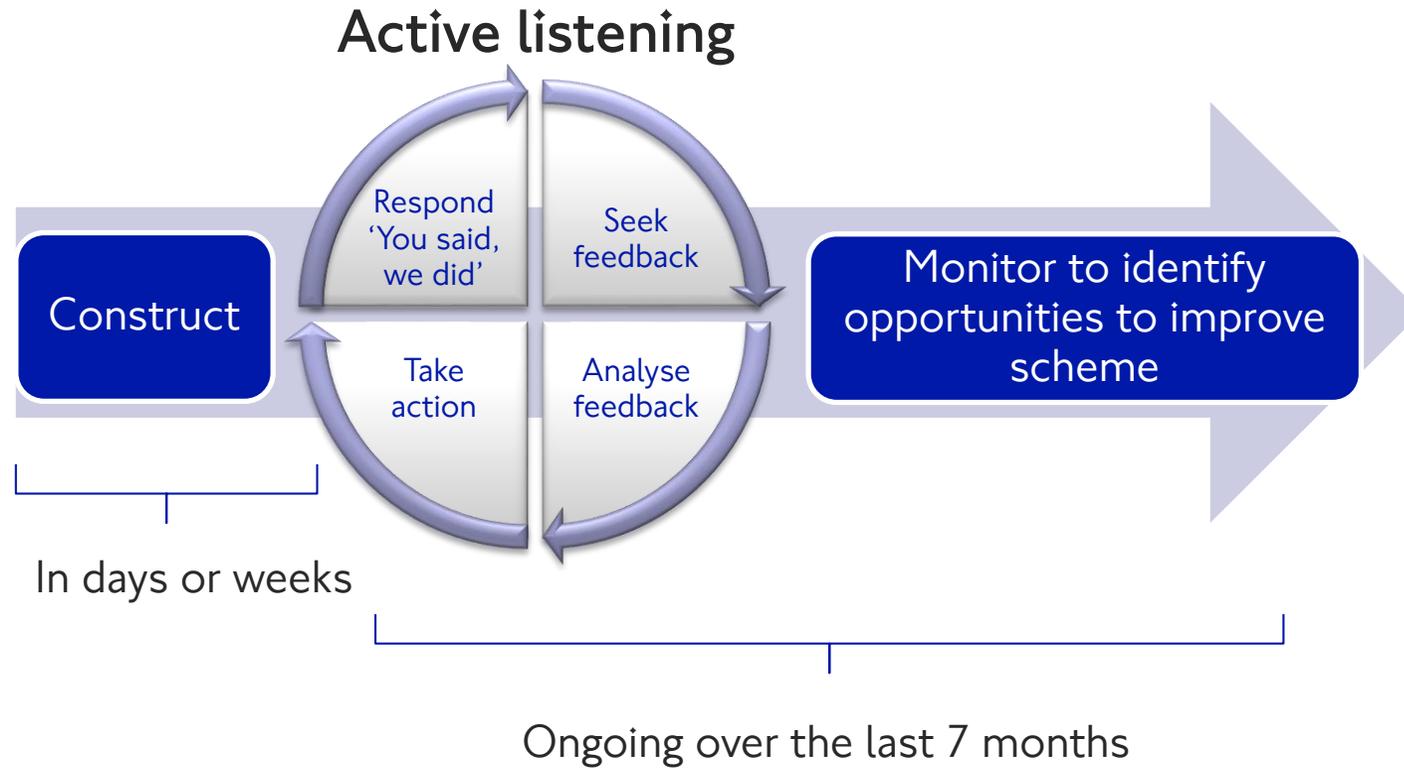
Public engagement & consultation in 2021



Streetspace engagement in 2020

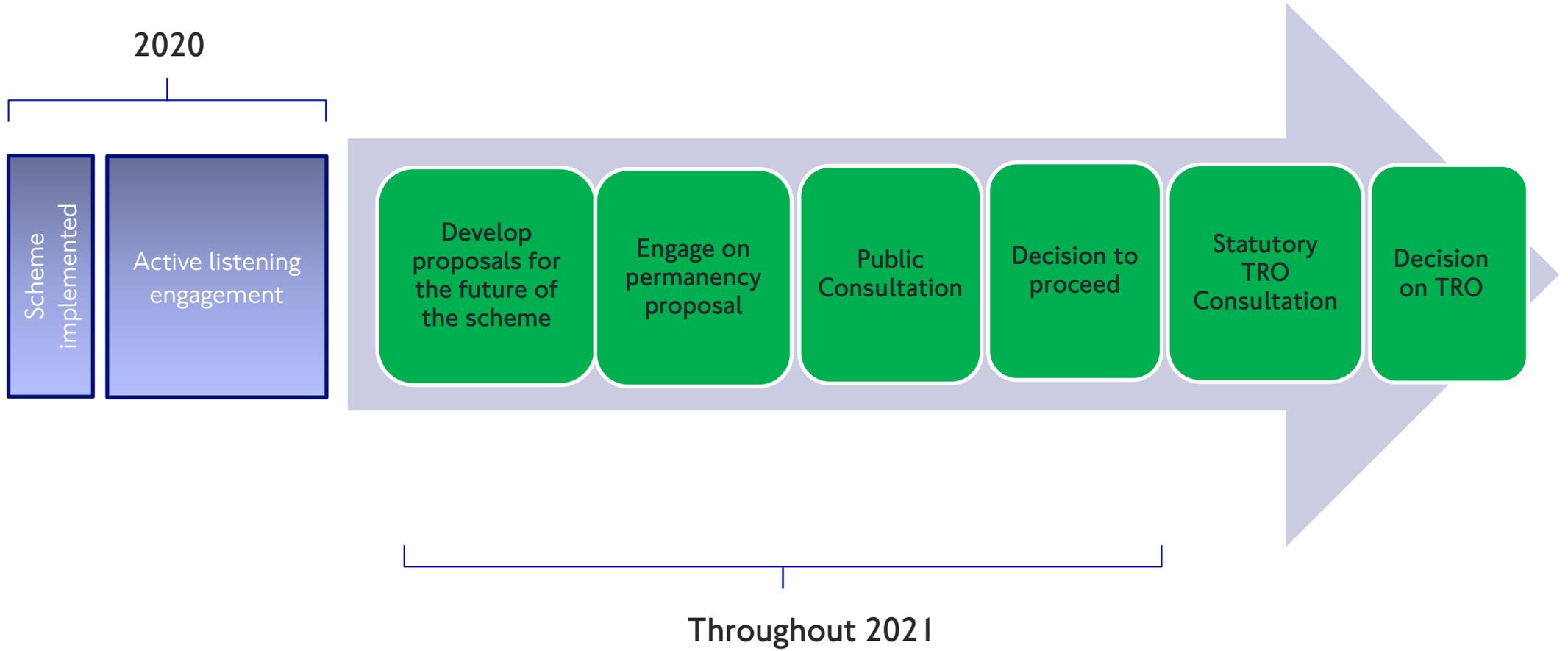
First phase of Streetspace

Our delivery approach was driven by our need to respond swiftly to the COVID-19 public health crisis



Our approach for the next phase of Streetspace

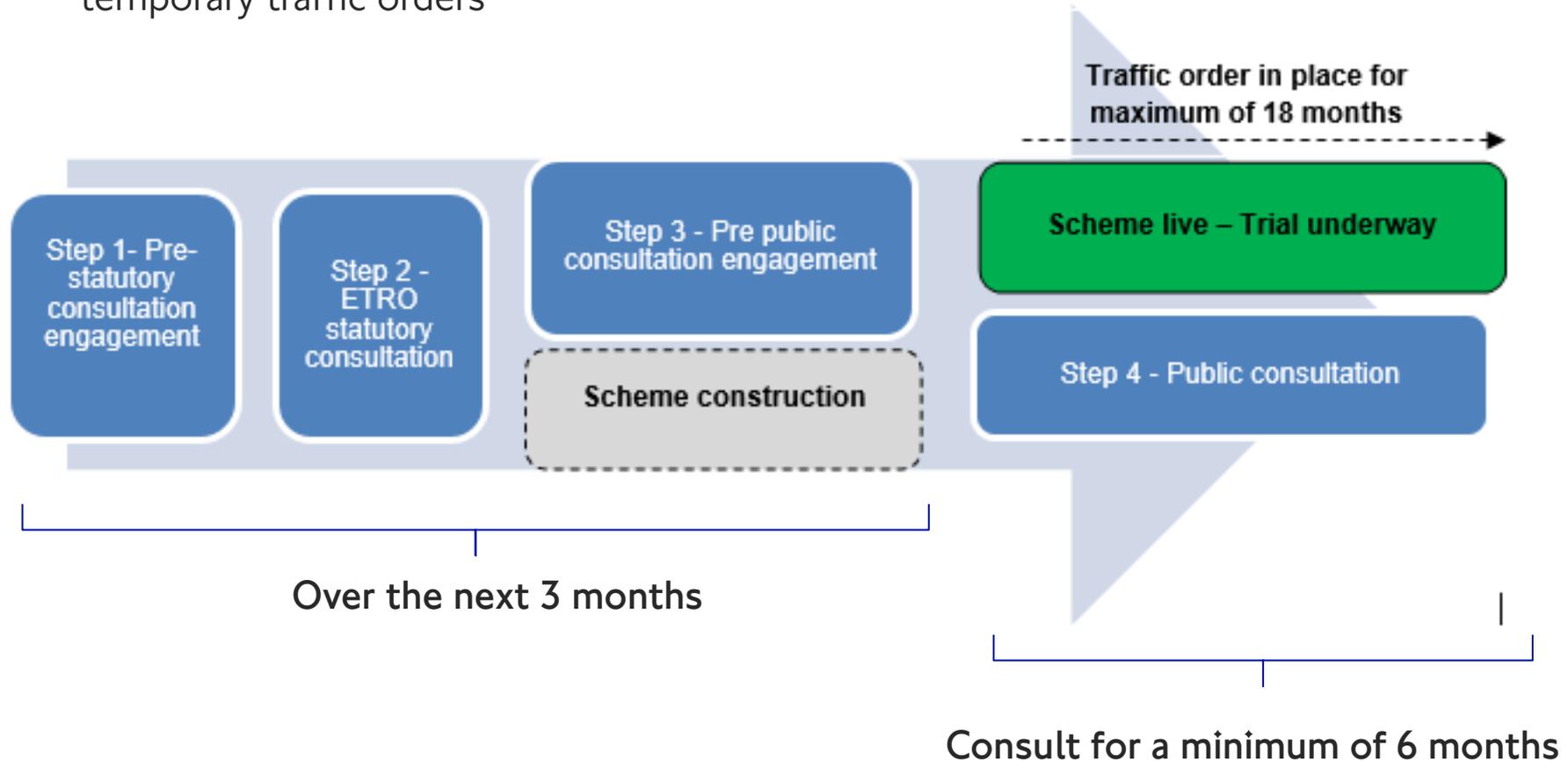
Making a scheme permanent (proposed process)



Our approach for the next phase of Streetspace

New Streetspace schemes

- In 2021 TfL's schemes will be introduced by experimental traffic orders, rather than temporary traffic orders

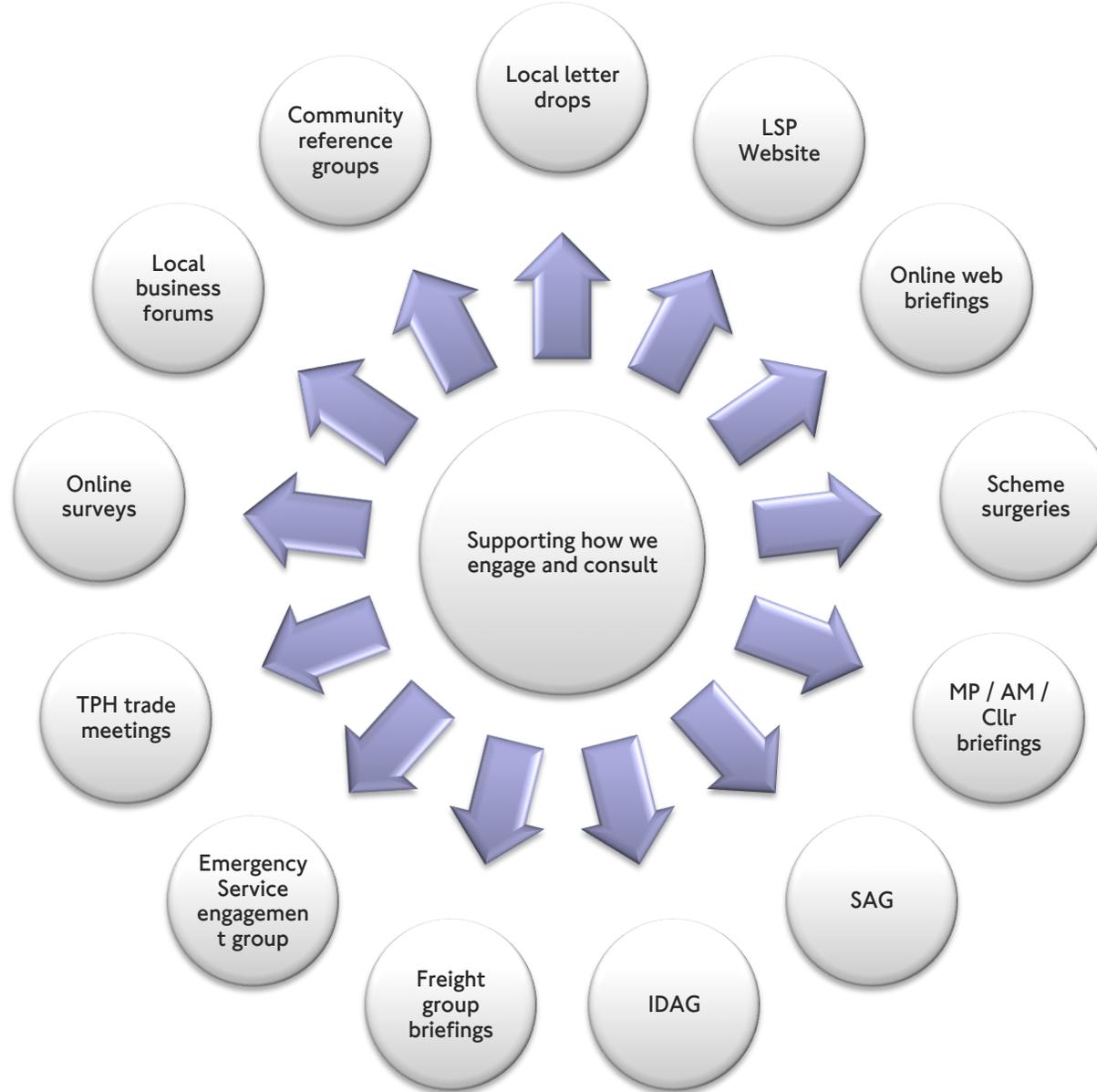


AN EXAMPLE - ENGAGING ON CS8 PHASE 2

Scheme design - Prior to public engagement, scheme sponsors may seek input on the early design of a scheme from specific stakeholders e.g. the emergency services

<p>EARLY PUBLIC ENGAGEMENT</p>	<p>Dialogue starts with elected representatives, local residents, businesses and key local stakeholders about the introduction of a Streetspace scheme</p>	<table border="1"> <tr> <td>Cabinet member</td> <td>Local residents</td> <td>Local disability groups</td> </tr> <tr> <td>Ward councillors</td> <td>Local businesses</td> <td></td> </tr> <tr> <td>MPs / AMs</td> <td>Wandsworth living streets</td> <td>Taxi trade</td> </tr> <tr> <td>Wandsworth cycling campaign</td> <td>Resident / amenity groups</td> <td>Royal Mail</td> </tr> <tr> <td>Borough Officers</td> <td>Freight associations</td> <td>Bus operators</td> </tr> </table>	Cabinet member	Local residents	Local disability groups	Ward councillors	Local businesses		MPs / AMs	Wandsworth living streets	Taxi trade	Wandsworth cycling campaign	Resident / amenity groups	Royal Mail	Borough Officers	Freight associations	Bus operators
Cabinet member	Local residents	Local disability groups															
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MPs / AMs	Wandsworth living streets	Taxi trade															
Wandsworth cycling campaign	Resident / amenity groups	Royal Mail															
Borough Officers	Freight associations	Bus operators															
<p>ETRO STATUTORY CONSULTATION</p>	<p>Statutory process to lodge objections to the traffic order</p>	<table border="1"> <tr> <td>Met Police</td> <td>Local authority</td> </tr> <tr> <td>Road Haulage Association</td> <td>NHS Trusts</td> <td>LFB</td> <td>LAS</td> </tr> <tr> <td></td> <td colspan="3">Freight Transport Association</td> </tr> </table>	Met Police	Local authority	Road Haulage Association	NHS Trusts	LFB	LAS		Freight Transport Association							
Met Police	Local authority																
Road Haulage Association	NHS Trusts	LFB	LAS														
	Freight Transport Association																
<p>PRE CONSULTATION ENGAGEMENT</p>	<p>Ongoing engagement to listen to feedback explain the consultation process & address construction issues</p>	<p>Continue to engage with all of the above and identify any new engagement opportunities</p> <p>Particular emphasis on any stakeholders impacted by the scheme construction e.g. residents and businesses</p>															
<p>CONSULTATION</p>	<p>Minimum 6 month public consultation on the scheme trial</p>	<p>Consult with all of the above stakeholders to identify opportunities to improve the trial scheme</p>															

OUR ENGAGEMENT TOOLKIT



Customer Service and Operational Performance Panel



Date: 24 February 2021

Item: Enterprise Risk Update: Major Service Disruption Operational Reliability (ER3)

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update to the Panel on how TfL responded to the coronavirus pandemic through the lens of major service disruption. This update replaces the scheduled annual risk review on Enterprise Risk 3 – ‘Major Service Disruption’, previously referred to as Strategic Risk 13 Operational Reliability.
- 1.2 Since March 2020, the impact of the global coronavirus pandemic has meant that significant elements of this Enterprise Risk have been realised. This paper and accompanying presentation provide an overview of our response to the pandemic, the effectiveness of our mitigation actions, a summary of emerging lessons and an assessment of reviewing the suitability of the responses to the current risk in light of the pandemic.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background

- 3.1 Prior to March 2020, passenger demand remained consistently high across all public transport modes, with the Tube recording its busiest day ever on 29 November 2019 with over five million journeys in a single day. This all changed on 16 March 2020 when the first working from home advice was issued from Government – at this point we saw a significant reduction in passenger demand across all our public transport modes, approximately 95 per cent across the Tube and 85 per cent across the bus network. This overnight led to a significant drop not just in our fare revenue but all revenue streams that TfL uses to reinvest in the transport network. The long term implications are being assessed but unless resolved will lead to impacts on the public transport services including investing in our assets for maintenance and renewals as well as our wider investment programme
- 3.2 On 23 March 2020, the UK went into a national lockdown, meaning that all but essential travel was prohibited. At the same time, we saw staff absence increase as our colleagues either became ill, were shielding or self-isolating. This meant that operational decisions were taken to reduce Tube and bus service levels, including the closure of certain stations, the closure of the Waterloo & City line and suspension of Night Tube services. This unprecedented action enabled us to

continue with a reliable, albeit reduced, service allowing critical workers to travel to and from work.

- 3.3 TfL safe-stopped all construction activities, safeguarding safety critical maintenance activities within social distancing restrictions.
- 3.4 To enable us to respond to the changing environment, we instigated a series of command and control structures to replace our business as usual governance and decision-making processes. On 19 March 2020, we convened a Senior Executive Team (SET), chaired by the operational leads (i.e. the Managing Directors of London Underground and Surface Transport) as agreed with the Commissioner which initially met twice every day to receive updates from operational teams and act as an escalation point to facilitate quick and efficient decision-making. This structure was replicated across the operational business areas, creating a robust but streamlined governance process. SET continues but now meets weekly, a reflection of the controls implemented and embedded into the organisation but with ability to increase frequency quickly.
- 3.5 The attached Appendix provides additional details on how we responded to the coronavirus pandemic. One of the key learnings was the difficulty to manage dramatic demand changes at a micro level at certain locations. It became apparent that the impact of lockdown within London was not geographically equal. We experienced 'hot spot' busy locations for passenger demand which were different to our 'hot spot' locations pre-pandemic. Demand at these locations, mainly at transport hubs in the east, highlighted by construction workers who needed to attend work at a certain time and were permitted to do so under Government rules. We worked closely with local businesses and the construction industry to encourage staggered work times, but this remained a challenge and required us to alter our approach to service control and co-ordination between the different transport modes. The attitude to crowding fundamentally changed so we quickly had to adapt our customer information to help spread demand into the 'quieter times' as the peak times moved quite dramatically. Due to constraints on our network maintaining social distancing, the promotion of travelling as quieter times was one of many campaigns we undertook, including posters, platform stickers and in-station and in-train announcements.

4 Conclusion

- 4.1 The crystallisation of this risk and our ability to provide a good level of service, enabling critical workers to travel to and from work indicates that the risk was 'adequately controlled', although not all actions we took in response to the pandemic were part of our risk mitigation plans. The initial lessons learnt that we have captured will be used to carry out a full review of this risk over the next 12 months with a further update provided to the Panel.
- 4.2 The pandemic has highlighted that the key driver to major service disruption is insufficient funding to maintain and renew our assets. The significant drop in our revenues has constrained our ability to sustain investment in our assets. If not addressed this will have a direct impact on our ability to deliver a safe, integrated, efficient and economic transport service and has become the key risk to TfL.

List of appendices to this report:

Appendix 1: TfL's management in response to the coronavirus pandemic

List of Background Papers:

None

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TfL's management in response to the coronavirus pandemic

This report focuses on the initial lessons we can learn from the first phases of the coronavirus pandemic, in particular:

1. How we performed
2. Lessons we should learn from our response so far
3. Next steps to review and assess ER3 in light of the past year



We have generally performed well through extraordinary circumstances

We achieved good overall performance against our H1 & H2 Scorecard against a backdrop of quickly changing events, Government policies and priorities

	Measure	Measured	Unit	Desired trajectory	Period 10			H2 YTD			Full half		
					Actual	Target *	Floor target *	Actual	Target *	Floor target *	Full Half 2 forecast*	H2 Target*	H2 Floor *
Operations	Bus - % normal service operated	Periodic	%	H	100.00%	92.0%	87.5%	102.00%	96.3%	93.5%	98.00%	95.0%	93.0%
	LU - % scheduled trips operated	Periodic	%	H	89.80%	58.0%	41.0%	92.03%	77.7%	68.7%	90.60%	79.0%	72.0%
	Reduction in CO2 emissions from TfL Operations & Buildings	Annually	tonnes	L	N/A	64,000	67,000	N/A	203,500	213,500	N/A	409,000	430,000

Throughout the coronavirus pandemic, we have managed huge changes across TfL

- Protecting our people, working in close collaboration with our TUs
- Protecting our customers
- Working with multiple agencies and stakeholders
- Responding to rapidly changing government advice
- Home working transition
- Managing furlough and absences
- ‘Safe stop’ of the investment programme
- Safe ‘restart and recovery’
- Delivered consistently high service levels since May 2020

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Passenger demand

- Passenger demand has significantly reduced compared to pre-coronavirus pandemic levels, although steady increases are being seen across all transport modes since the first national lockdown.
 - Demand on the Tube is 85 per cent less than March 2020
 - Bus journeys are 65 per cent less than March 2020
- We will **continue to operate as many services as possible** to facilitate social distancing across the network but is dependent on resourcing and funding limitations caused by the coronavirus pandemic.
- Our service during the current lockdown should be used only by those permitted to do so - **key/critical workers**. We do monitor demand and any potential ‘hot spots’ for crowding. This assumes categorisation of critical workers remains unchanged.

Current Service Levels

London Underground	Buses	London Overground	Trams	DLR	TfL Rail
90%	100%	99%	100%	100%	100%

The pandemic has changed how TfL operates. We have completed an initial review to reflect on what we've learnt and what we should carry forward

The coronavirus pandemic has changed how TfL operates. Initial headline findings are as follows:

	Our Colleagues	Our Business	Our Customers & Stakeholders
Stop	<ul style="list-style-type: none"> Equality impacts on staff / disadvantages, wherever possible 'Comms overload' in HR emails 	<ul style="list-style-type: none"> Unclear accountabilities and poor data hindering key processes Allowing bureaucracy back in 	<ul style="list-style-type: none"> Unclear ownership of supplier contracts internally
Start	<ul style="list-style-type: none"> More focus on Display Screen Equipment issues Wellbeing Action Plan, aligned to our People Strategy Digital comms: accessible to all 	<ul style="list-style-type: none"> Review business as usual governance to pick up lessons learnt on decision making Central pool of all resilience plans, visible to all managers, and prepared emergency timetables 	<ul style="list-style-type: none"> Focus on supplier management
Continue	<ul style="list-style-type: none"> Regular, virtual communications Monitoring ongoing health impact 	<ul style="list-style-type: none"> Effective governance via command and control structures Progressing with tech solutions to enable smarter ways of working 	<ul style="list-style-type: none"> Monitor key drivers of customer satisfaction and research how to attract customers back

We have focused on factors which have the greatest impact and are most within our control.



Analysis of >10 internal reports and gathering key data to test findings



Analysis of CoMET benchmarking reports and data



Open questions posted on Yammer



In-depth interviews with >30 key stakeholders across the business

The pandemic underlined the importance of planning, proved that we can cut through bureaucracy, & help move our data & tech maturity forward

We should reinforce these positive changes



Lessons learnt



Resilience

- We weren't as fully prepared for the pandemic, or as initially quick to respond as we might have been, and we didn't have 'on the shelf' emergency timetables and rosters to support our contingency plans
- Once we responded, we adapted at speed and demonstrated aptitude for reacting effectively – delivering a safe, reliable and consistent service for those customers that need to use public transport



Governance

- The control and command governance structure cut through bureaucracy and was crucial to our effective response
- We 'got the governance basics right'; frequency, clarity, right people
- Prevent decision-making from slowing down and re-gain a strategic focus on our performance



Data and Technology

- In some areas, we had the data needed to improve the quality – poor quality data hinders our effectiveness
- Improve co-ordination of data requests – reporting
- We quickly made significant progress with technology. Need to ensure all colleagues have the technology they need

Recommendations

- **Start:** Developing pre-prepared emergency timetables & rosters to support our contingency plans
- **Start:** Developing a common pool of resilience plans -with common assumptions- visible to all managers, enabling effective co-ordination
- **Continue:** Drive to become a more planning led organisation, practically and culturally

- **Start:** Reviewing governance to:
 - Embed a more efficient decision making structure agreeing key priorities
 - Empower our people to take decisions
- **Start:** Re-gaining strategic focus on performance

- **Start:** Clarifying our strategic goals and plans for improving data across TfL
- **Continue:** Reducing manual processing of data and rolling out better solutions
- **Continue:** Progressing with tech solutions to enable smarter ways of working, particularly in operational areas

We have seen some good collaboration, and a clear focus on customer safety

Our focus should be attracting customers back, avoiding 'just in case' work, and communicating with suppliers



Lessons learnt



Internal Collaboration

- Senior Executive Team's clear direction helped improve collaboration, but there are still some areas for improvement
- Work 'just in case' - lots of work on re-planning and restarting services was never used



Customer Experience

- We delivered excellent customer communications and customers felt safe using our services - our 'TfL provides a safe service for customers' score improved
- We must continue focus on customer re-engagement / retention and with that, the key drivers of customer satisfaction (which may have changed)



External Engagement

- External engagement was a mixed picture
- We could have given clearer guidance to our suppliers, and communicated more quickly and consistently

Recommendations

- **Start:** Making implicit roles and responsibilities explicit and establish what BAU work needs to stop at the beginning of major incidents / events
- **Start:** Ensuring a balanced approach to operational scenario planning

- **Continue:** Monitoring key drivers of customer satisfaction and researching how to attract customers back to all public transport modes
- **Continue:** To ensure plans to encourage and then enforce customers wearing face coverings are well publicised

- **Start:** nominate a single point of contact to key suppliers

In summary,
2020 has been a
year of huge
changes and
challenges: we
have a lot to be
proud of

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Next steps, a
review &
reassessment of
ER3 in light of
lessons learnt

Next steps:

Review the Level 0 risk framework – how do the Level 1 and 2 risks interact?

Undertake a detailed review of ER3 Major Service Disruption in light of the last year - did we enact our plans listed as control measures, if not, why?

Consolidate lessons learnt captured as the risk materialised during the year with the outputs from a wider review of ER3 – creating an clear action plan

Report back to the Panel within 12 months



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Customer Service and Operational Performance Panel



Date: 24 February 2021

Item: Enterprise Risk Update: Loss of Stakeholder Trust (ER6)

This paper will be considered in public

1 Summary

- 1.1 TfL's work is carried out in the context of a highly complex stakeholder environment, in which we engage with a wide range of external stakeholders who have the power to influence decision-making at local, regional, national and international levels. These include Borough Council officers and politicians, local campaign groups, London Assembly Members, Members of Parliaments, Government officers, advisors and Ministers, representatives of other UK cities, regions and transport authorities, EU decision-makers, transport user groups, business groups at local Business Improvement District, regional and national level, think-tanks, the third sector and others.
- 1.2 This risk is explicitly focused on the management of relationships, reputation and communication. Managing other factors – such as the sustainability of TfL's funding sources – is covered elsewhere in the risk framework.
- 1.3 We manage our stakeholder relationship in a way that creates a virtuous circle of support. If we engage proactively with stakeholders, listening carefully to, and acting upon, their views, then they are likely to advocate for us. On the other hand, loss of credibility with, or support from, external stakeholders would lead to a lack of support, leading to potential impacts on our ability to operate and funding.
- 1.4 A paper is included on Part 2 of the agenda which contains exempt supplementary information. The information is exempt from publication by paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and exempt supplementary information on Part 2 of the agenda.**

3 Background

- 3.1 We operate in a complex environment and rely upon strong relationships with external stakeholders to deliver day-to-day operations, achieve our Business Plan and realise the long-term vision described in the Mayor's Transport Strategy.
- 3.2 Advocacy and case-making from our strong network of third-party stakeholders is essential in building and securing funding to deliver for London. In addition, TfL requires the support of key stakeholders to deliver almost all the investment described in the Business Plan. Smaller infrastructure schemes and commercial developments cannot be delivered without permission from local authorities. Larger scale initiatives and schemes require complex consents that often involve multiple wide-reaching public consultations and/or approval by Government ministers or departments. The direct relationship with national Government has intensified hugely as a result of the pandemic.
- 3.3 TfL also receives nearly £2bn per annum from business rates that have been devolved to London, in addition to direct funding support from the Government. Maintaining these sources of income is dependent on a strong relationship with the Greater London Authority (GLA) and the national Government.
- 3.4 These relationships and the broader political, economic and social context are more challenging than they have ever been. At a national level, the pandemic is presenting unprecedented funding and other challenges to Government, which in turn makes securing funding for transport harder than at any stage in our history. Alongside this, there are calls for reduced investment in London and the south east in favour of investment in the rest of the country – "levelling up".
- 3.5 At a local level, London's boroughs continue to feel the strain of the extended period of pressure on local authority finances, amplified by the impact of the pandemic. At the same time, some of our most important political relationships will require attention as we approach the Mayoral and London Assembly elections in May 2021.
- 3.6 Our relationship with consumer groups and the third sector have recently been affected by the speed in which we have needed to react to the pandemic. This has sometimes included foregoing the usual high level of consultation we would undertake in more normal times.
- 3.7 Managing stakeholder risk will be further tested as we approach the Mayoral and London Assembly elections. Charting a course that gives our stakeholders confidence, whilst TfL is inevitably made the focus of political debate, will be essential.
- 3.8 Strategic Risk 6, which forms the basis of Enterprise Risk 6, was last presented to Executive Committee on 28 January 2021 and to Customer Service and Operational Performance Panel in September 2019 and was assessed as adequately controlled.

4 Influences on our stakeholder relationships

4.1 Our stakeholder relationships can be affected by:

- (a) **a failure to proactively engage and explain.** We must be able to explain to stakeholders why we have reached a certain position, especially if that position is not the one they supported;
- (b) **poor correspondence and case work management.** Responding quickly and completely to correspondence and casework is a fundamental hygiene factor in relationship management, particularly with elected representatives;
- (c) **failure to understand stakeholder perspective and needs.** If we do not actively listen and accurately understand our stakeholders' views and requirements, we cannot respond effectively which will negatively impact our support;
- (d) **inadequate responses.** Quick responses are beneficial when those responses are clear, concise and complete, and solve the problem presented to us. If our stakeholders do not believe (or understand) we have responded to their concerns, then our relationship will be damaged; and
- (e) **failure to demonstrate how engagement shapes policy.** Some stakeholders feel that 'we listen but do not hear'. We must be able to show our stakeholders that we care about their views and have taken them into account in developing our policy.

5 Controls

5.1 There are well established controls in place, both preventative and corrective:

- (a) Proactive and reactive management of all our engagement with the media, working very closely with City Hall.
- (b) Election Planning and Monitoring – monitoring forward programme of elections and potential impacts on our delivery for London.
- (c) Extensive programme of engagement with strategic stakeholder groups in the business, community, accessibility stakeholders and others to support policy and decision-making, and harness influential third-party advocacy for case making to Government.
- (d) Delivery and tracking of all Mayor's Questions and sensitive stakeholder correspondence.
- (e) Joint influencing and engagement priorities agreed with City Hall, informing an active and coherent strategy to build consensus and alliances across London and the UK.
- (f) Regular engagement with the Mayor's office on Marketing, Press and Communications activity Programme of engagement with local government and boroughs/officers.

- (g) Real-time stakeholder sentiment analysis and regular attitudinal survey of Borough, political, non-political and media stakeholders.

6 Actions

6.1 Actions are 'in delivery' or have been 'completed' to improve the management of the risk further:

- (a) Design and deliver a detailed campaign (including engagement with key stakeholders) to influence the outcome of the Government's spending plans, to secure our financial sustainability (in delivery).
- (b) Work with stakeholders on the recovery from the pandemic (in delivery).
- (c) Improve ways of working between Borough, Stakeholder Advocacy & Engagement and other teams on key cross-cutting issues (completed).
- (d) Agree and implement enhanced processes for tracking election-related activity and interaction with election-related issues in anticipation of 2021 GLA Elections (completed).
- (e) Implement new/improved Corporate Communications and Stakeholder Advocacy and Engagement team structures and use them to introduce additional strategic communications activity to support the delivery of our priorities (completed).
- (f) Significantly improve the understanding across the business that no key stakeholder (whether they are elected or e.g. a business or campaign group) should be engaged without the knowledge and involvement of the core relationship holder (completed).
- (g) Develop and trial a new approach focused on far earlier engagement with our strategic stakeholders, treating them as partners in the policy development process rather than interested bystanders. This new approach will also review our tools for engagement, ensuring we are able to harness the views of the widest range of Londoners and broader stakeholder groups (completed).
- (h) Review resource levels in the Government Relations team, currently 13 FTE, to ensure the ability to handle record levels of casework and political scrutiny – taking action to strengthen the team as appropriate (completed).
- (i) TfL's governance of correspondence and case management processes was audited in February 2020 (IA19-111). It found that that this aspect of stakeholder management was adequately controlled. Work is underway to further increase efficiency in this area (in delivery).

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

None

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Customer Service and Operational Performance Panel



Date: 24 February 2021

Item: Enterprise Risk Update: Disparity leading to unequal or unfair outcomes (ER11)

This paper will be considered in public

1 Summary

- 1.1 TfL's success is dependent on London being a city that is safe, economically successful and desirable as a place to live, work and visit.
- 1.2 These success factors are dependent on various macroeconomic and social conditions such as people's experience of social isolation, employment and poverty. Significant inequality of experience for different communities relating to these conditions presents a strategic risk to TfL's ability to provide a safe, trusted, affordable and accessible transport network for our customers.
- 1.3 As a public sector body, we are also bound by the Public Sector Equality Duty and have a statutory duty to: eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between people who share a protected characteristic and those who do not; foster good relations between people who share a protected characteristic and those who do not.
- 1.4 TfL's role in supporting London's economy and its communities puts it us in a far stronger position than most to take actions that can reduce the likelihood of this risk materialising.
- 1.5 A paper is included on Part 2 of the agenda which contains exempt supplementary information. The information is exempt from publication by paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and exempt supplementary information on Part 2 of the agenda.**

3 Background and Causes

- 3.1 The coronavirus pandemic and the national lockdowns have affected every customer and every member of TfL staff. Many of the decisions that we are making as part of recovery planning will have long-term impacts on the shape and structure of TfL as an organisation and the influence we have over London.

- 3.2 At Transport for London Executive Committee meeting in August 2020, a summary of the social impact of the coronavirus pandemic was presented, outlining the mitigations that had been put in place through the Social Impact Steering Group. It was decided that a new enterprise risk should be developed, to reduce the risk of decision-making increasing inequality, resulting in further disparity of outcomes for different groups.
- 3.3 The subsequent uncertainty, economic and social cost of the pandemic and the effect of additional lockdowns since the August Executive Committee decision has made this issue more significant and pertinent than it was fully understood to be at that time
- 3.4 By identifying the social and equality risks and impacts early on we will stand a better chance of putting in place appropriate mitigations and building an inclusive recovery that will deliver for all our customers, supporting London's recovery and growth.
- 3.5 Our future income and recovery is dependent on London's economic recovery which will depend on a safe, affordable and accessible transport network for all our customers, ensuring everyone can play a part in London's recovery. Decision making needs to continue to have due regard to those groups who have been more adversely affected by the pandemic.
- 3.6 As a public body and transport authority, we are uniquely placed to reduce inequality for Londoners. We connect people to jobs, helping to reduce poverty, as well as delivering services that allow key workers to care for the most unwell and disadvantaged in our communities. It is critical we fully understand the anxieties and travel needs of Londoners from diverse communities and different needs, to deliver a recovery for all, ensuring those most disadvantaged – particularly as a result of the pandemic – aren't left behind.

4 Consequences of inaction

- 4.1 Given the macro nature of the drivers of inequality, TfL's ability to influence some aspects of these outcomes is limited. However, our size and profile do give us an unusual amount of control and influence in comparison to most organisations, for example: we employ more than 60 thousand people directly and indirectly; we provide a service that enables people to access the whole of London and connects the poorest areas of London to the most affluent; we decide where well over £1bn of capital enhancements per year are spent, and, have a major input and influence into land planning.
- 4.2 Additionally, through the Public Sector Equality Duty and through our commitment to the Mayor's Equality, Diversity and Action Strategy, we are obliged to take actions to reduce inequalities. The implications of failing to do so include:
- (a) reputational damage for failing to fully support London's recovery from the coronavirus pandemic and continued growth;
 - (b) operational failure through being unable to provide fully accessible and affordable travel across London;

- (c) safety risks through potential increases in hate crime on the network, and not addressing higher rates of people Killed and Seriously Injured (KSI) for certain groups; and

5 Preventative Controls

- 5.1 The following controls and processes have been implemented across all business areas to increase TfL's understanding of supply chain risks, issues and financial exposure:
- 5.2 The Action on Inclusion Programme is being designed to set out a comprehensive set of actions that will improve diversity and inclusion for TfL staff and customers. Resourcing for a Project Management Office to deliver the Programme will be necessary to make this Programme effective.
- 5.3 A robust Equality Impact Assessment (EqIA) process will continue to help ensure future decisions safeguard against inequality.
- 5.4 Building on the initial equality impact analysis included in the Financial Sustainability Plan, we will conduct detailed EqIA's for each option agreed with the Department for Transport.
- 5.5 Diversity and Inclusion training products and engagement across the business will help better and more inclusive decisions to be taken.
- 5.6 The Customer Strategy & Programme is being reviewed to consider how it addressed inequality and fairness (material will be shared with executive committee in early February 2021).

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

None

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Customer Service and Operational Performance Panel



Date: 24 February 2021

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 Recommendations

- 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
2021/22

List of Background Papers:

None

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Customer Service and Operational Performance Panel Forward Planner 2021/22

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 and TfL Engineering (LU), Surface Transport (ST), D (Director)

14 July 2021		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Bus Services to London's Hospitals	MD ST	Annual Update
TfL International Benchmarking Report	MD CCT	Annual
Customer Strategy	MD CCT	Update
Shared Use Bus Boarder Update	DCP	

7 October 2021		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Assisted Transport Services	MD ST	Every six months

7 December 2021		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item

17 March 2022		
Quarterly Customer Services and Operational Performance Report	MD CCT/MD LU/MD ST	Standing item
Assisted Transport Services	MD ST	Every six months
Strategic Overview of Cycling		

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 (February/March)

Items to be scheduled:

- Enterprise Risk Update: Major Service disruption (ER3)
- Enterprise Risk Update: Loss of Stakeholder Trust (ER6)
- Enterprise Risk Update: Disparity leading to unequal or unfair outcomes (ER11)
- Enterprise Risk Update: Asset condition unable to support TfL outcomes (ER12)
- Understanding London's diverse communities
- Bus Consultation
- Customer Insight
- Communication with front line staff and customers (Action from PIC)
- Rotherhithe to Canary Wharf crossing

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

- Trams
- Docklands Light Railway
- Junior Road Watch (visit)
- Platform Safety Interface trial (visit) (LU)

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