

Agenda

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

Date: Wednesday 10 June 2020

Time: 10.00am

Place: Teams Virtual Meeting

Members (Safety, Sustainability and Human Resources Panel)

Kay Carberry CBE (Chair)

Dr Nina Skorupska CBE (Vice-Chair)

Bronwen Handyside

Dr Mee Ling Ng OBE

Mark Phillips

Members (Customer Service and Operational Performance Panel)

Dr Mee Ling Ng OBE (Chair)

Dr Alice Maynard CBE (Vice-Chair)

Bronwen Handyside

Anne McMeel

Dr Lynn Sloman

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

TfL does not benefit from the changes in the Coronavirus Act 2020 in relation to public meetings. As Covid-19 emergency travel restrictions are in place, Members will attend a videoconference or teleconference briefing in lieu of a meeting of the Committee.

Any decisions that need to be taken within the remit of the Panel will be discussed at the briefing and, with the consent of available Members, will be taken by the Chair using Chair's Action. A note of the decisions taken, including the key issues discussed, will be published on tfl.gov.uk.

As far as possible, TfL will run the briefing as if it were a meeting but without physical attendance at a specified venue by Members, staff, the public or press.

- Papers will be published in advance on:
<https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>
- The briefing will be recorded and the public and press will be able to review the Part 1 discussion.
- A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on:
www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: James Varley, Secretariat Officer, 020 7983 4613; email: JamesVarley@TfL.gov.uk.

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

Howard Carter, General Counsel
Tuesday 2 June 2020

Agenda

Safety, Sustainability and Human Resources Panel

Wednesday 10 June 2020

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

Members are reminded that any interests in a 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 a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meetings of the Safety, Sustainability and Human Resources Panel held on 12 February 2020 and the Customer Service and Operational Performance Panel held on 27 November 2019 and 27 February 2020 (Pages 1 - 20)

General Counsel

The Panels are asked to approve the minutes of the meetings of the Safety, Sustainability and Human Resources Panel held on 12 February 2020 and the Customer Service and Operational Performance Panel held on 27 November 2019 and adopt the informal note of the discussions on 27 February and authorise the Chairs to sign them.

4 Matters Arising

General Counsel

Members are invited to raise any matters from the previous meeting. As the actions from previous meetings generally relate to briefings and agenda items or site visits, they are not practicable or relevant at present. The list will be reviewed with the Chair but all essential health and safety actions are being taken forward.

5 Quarterly Safety, Health and Environment Performance Report (to follow)

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

6 Update on TfL's Safety and Health Response to Covid-19 (to follow)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

7 Rail Accident Investigation Branch Annual Report (to follow)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

8 Human Resources Quarterly Report (Pages 21 - 32)

Chief People Officer

The Panel is asked to note the report.

9 Coronavirus Customer and Communications Update (Pages 33 - 56)

Managing Director, Customers, Communication and Technology

The Panel is asked to note the paper.

10 Any Other business the Chair Considers Urgent

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

11 Date of Next Meeting

Wednesday 9 September 2020 at 10.00am (SSHR Panel)

Wednesday 23 September 2020 at 10.15am (CSOP Panel)

Agenda Item 3

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

**Conference Rooms 1 and 2, Ground Floor, Palestra, 197 Blackfriars Road, London, SE1 8NJ
10.00am, Wednesday 12 February 2020**

Members present

Kay Carberry CBE (Chair)
Bronwen Handyside
Dr Mee-Ling Ng OBE
Mark Phillips

In Attendance

Simon French	Chief Inspector of Rail Accidents, Rail Accident Investigation Branch
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Executive Committee

Staynton Brown	Director of Diversity, Inclusion and Talent
Howard Carter	General Counsel
Graeme Craig	Director, Commercial Development
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Managing Director, Surface Transport (for part)

Present

Ben Graham	Transformation Programme Manager
Siwan Hayward	Director, Compliance, Policing and On-street Services
Claire Mann	Director of Bus Operations
Mike Shirbon	Head of Integrated Assurance
Derek Wilson	Senior Sustainable Development Manager
James Varley	Secretariat Officer

01/02/20 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Dr Nina Skorupska CBE and Shirley Rodrigues.

Safety was paramount to TfL and accordingly, at the start of all meetings attended by Board Members, Members were asked to raise any safety issues relating to items on the agenda or in general.

Members confirmed there were no safety matters they wished to raise other than those to be discussed on the agenda.

02/02/20 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk were up to date. Mark Philips declared an interest in Item 9 – TfL's Work-related Violence and Aggression Strategy, arising from his roles as Deputy Chair of the British Transport Police Authority and as the Chief Executive Officer at the Rail Standards Safety Board. It was agreed that this did not preclude him from taking part in discussions although he would recuse himself if funding and financial matters were discussed.

03/02/10 Minutes of the Meeting of the Panel held on 13 November 2019

The minutes of the meeting held on 13 November 2019 were approved as a correct record and were signed by the Chair.

04/03/20 Matters Arising and Actions List

Howard Carter introduced the item. Lilli Matson confirmed that work would take place to understand whether themes from CIRAS reporting were reflected in the annual employee Viewpoint Survey results.

The Panel noted the actions list.

05/02/20 Rail Accident Investigation Branch Update

Lilli Matson and Simon French introduced the report and presentation, which provided an overview of the role of the Rail Accident Investigation Branch (RAIB) and its investigations into safety events on TfL's railways and tramway.

The RAIB came into being in 2005 and at present had 44 staff, two thirds of whom were investigators or provided support to investigators. Most of the staff came from the rail industry.

A good working relationship existed with TfL, with established contacts within the organisation. Inspectors had a good knowledge of the network and were establishing links with Crossrail.

The presentation summarised 10 investigations across TfL that had taken place between 2015 and 2019. Platform train interface incidents remained the most common event considered, and other significant events included the tram overturning at Sandilands, Croydon on 9 November 2016 and the detrainment of passengers at Peckham Rye on 7 November 2017.

The RAIB Annual Report set out key issues that it felt should be highlighted to the rail industry. Recent management of incidents, on and off the TfL network, demonstrated a need to give thought to how drivers were supported in decision making and actions. Platform train interface safety performance was good, however small errors could have significant outcomes and reliance on technical systems needed to be balanced with manual checks. The safety of high integrity software based systems also required

additional focus, to provide increased levels of assurance as well as developing learning opportunities arising from system failures. Another theme that required further work was that of the management of the natural variability of human performance. Panel Members considered the RAIB Annual Report as a useful tool for informing future activity and requested that officers provide updates on these themes and any other relevant matters such as track safety for future meetings.

[Action: Lilli Matson]

TfL had been involved in work to understand how a body for road safety and accident investigation could function. The Government was also considering undertaking similar activity. Delivery of Vision Zero was driving safety and the current focus was on encouraging culture change in the bus operations sector.

The integration of Crossrail was recognised as a complex piece of work and Members suggested that the Panel should have the opportunity to have a broad discussion on matters and consideration should also be given to including Crossrail performance in the Quarterly Report.

[Action: Lilli Matson]

Panel Members thanked Simon French for the presentation and requested that an update should become an annual standing item for the meeting.

[Action: Secretariat]

The Panel noted the paper.

06/02/20 Quarterly Safety, Health and Environment Performance Report

Lilli Matson, Andy Lord and Gareth Powell introduced the report, which provided an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 3 2019/20 (15 September – 7 December 2019).

Members had recently received a letter from Michael Liebreich, the former Chair of the Panel. A response was being drafted and would be shared in due course.

During the quarter, there had been two serious accidents, one resulting in the death of Christian Tuuvi, a contractor working at Waterloo station on 18 September 2019, and another resulting in the death of Kenneth Matcham, a bus driver who was involved in a collision in Orpington on 31 October 2019. Investigations were continuing and TfL staff had remained in close contact with the families. The travellators at Waterloo station were back in service and TfL was sharing information on the incident with other organisations with similar infrastructure. TfL was also working closely with the investigating agencies. Another fatality had occurred outside the quarter, on 19 December 2019 at High Barnet station. British Transport Police were investigating the incident.

Overall, there had been a reduction in the number of people killed or seriously injured on the roads although there had been an increase in fatal incidents. The trend was reducing and it was noted that further work was required to maintain the trajectory to meet the Vision Zero target.

Customer injuries on London Underground and buses were trending downwards and activities around alcohol awareness had gone well.

Staff sickness had seen an upward trend and the Health and Wellbeing Strategy was being re-invigorated to address this.

A trial of an Acoustic Vehicle Alerting System was underway for quiet running buses. Significant work and consultation had taken place to develop an alarm sound that was acceptable to drivers prior to commencement of the trial.

There had been a reduction in reported incidents of violence against the workforce compared to Quarter 3 last year. It was noted that at the Mayor's Question Time on 18 November 2019 knife crime was discussed. The information given related to incidents where the use of a knife had been mentioned rather than seen. These incidents further highlighted that staff were working in an increasingly hostile environment.

The number of pedestrians and powered two wheel vehicle users remained disproportionately represented in the killed or seriously injured statistics. Engagement at a political level, as well as officer level, was taking place with the boroughs and plans were in place.

Data analysis was becoming a key part of the implementation of Vision Zero as the more simple and straightforward immediate improvements had taken place and activities to continue the downward trend became more challenging. There was an appetite for additional research work to take place although this required academic institutions to become involved.

The Panel noted the report.

07/02/20 Bus Safety Programme

Claire Mann introduced the item, which provided an update on the progress of the programme and key future deliverables.

At present, a reduction of 64 per cent in the number of people killed or seriously injured in or by buses (against a 2005-09 baseline) had been achieved. The next target was a 70 per cent reduction by 2022.

Intelligent Speed Assistance technology was enabled on 1,100 Volvo buses in the fleet. The remaining buses in the fleet would be retrofitted by 2024.

Data analysis was taking place on pedestrian behaviours and the influence of electronic device usage on situational awareness.

Driver safety training had received positive feedback and the course was refreshed to keep it relevant. The Transport Research Laboratory would be asked to assess the impact on driver behaviour.

Actions were underway to address the risk of fatigue which had been identified in the Loughborough University and Swedish Road and Transport Institute research. Bus operators were required to have their own fatigue risk management systems which were also assessed by TfL and Unite. A trial was due to take place of the Guardian driver monitoring system which would provide additional assistance in identifying fatigue patterns. A risk assessment tool was also under development which would replace the current system which was based on that used in the rail industry. Driver fatigue was not

the biggest factor in accidents, however the work being done was to drive a better understanding of the affect of fatigue.

To date, 50 buses had been introduced into the fleet that met the 2019 requirements of the Bus Safety Standard and development of an advanced emergency braking system was taking place.

The Panel noted the paper.

08/02/20 Bus Driver Facility Improvements

Claire Mann introduced the item, which provided an update on the programme and ongoing plans for renewals of relief facilities for bus drivers.

The target of providing a facility on 42 priority routes by the end of July 2019 had been exceeded and facilities had been delivered on 45 routes to date. A number of temporary facilities were being upgraded to permanent with utilities connections. Eight driver relief mess room facilities had been identified as being in need of refurbishment and budget had been allocated within the capital programme for this work.

The Panel noted the paper.

09/02/20 Work-related Violence and Aggression Strategy Update

Siwan Hayward introduced the item which included the final draft of the TfL-wide Work-related Violence and Aggression Strategy.

It was recognised that TfL and its contractors needed to do more to support staff in this area. The strategy set ambitious and challenging targets to create an environment where violence and aggression were not tolerated.

The strategy had received strong support from the Metropolitan Police and British Transport Police as well as the trade unions. It was noted that discussions with the relevant trade unions were ongoing in relation to the Transport Enforcement Officer roles.

Panel Members welcomed the strategy and suggested that a summary of actions be provided at the start of the document and that a more accessible tone be adopted.

The Panel noted the paper and endorsed the Work-related Violence and Aggression Strategy.

10/02/20 Human Resources Quarterly Report

Staynton Brown introduced the item which provided an overview on key Human Resources-led activities and statistics from Quarter 3 2019/20 (15 September – 7 December 2019).

Workforce representativeness was slightly ahead of target and reflected the pro-active approach to attracting a diverse range of candidates.

The engagement target for the annual employee Viewpoint Survey had been met. Our Skills and Employability Early Years team had won the award for best Diversity and Inclusion Strategy at the In-House Recruitment Awards on 5 December 2019.

The Panel noted the report.

11/02/20 Update on Our Gender and Ethnicity Pay Gaps

Staynton Brown introduced the item which provided an update on the pay gaps and work taking place to reduce them.

The Action on Inclusion programme was due to be launched in the summer and its aim was to further the development of the inclusive environment that TfL had created.

The Diversity and Inclusion Dashboards were published on a quarterly basis and the introduction of the Power BI reporting tool would make data more accessible to the business for better decision making.

The Panel welcomed the work done and noted that cognitive diversity was also being addressed through the in-house recruitment process.

The Panel requested a report to a future meeting on equalities issues in outsourced services, with particular reference to the London Underground cleaning services contractors, looking at contractual policies and monitoring. **[Action: Tricia Wright]**

The Panel noted the paper.

12/02/20 Sustainability in TfL Property Development

Graeme Craig and Derek Wilson introduced the item, including the exempt supplemental information on Part 2 of the agenda, which provided an update on the Sustainable Development Framework (SDF).

The Commercial Development team was in the process of delivering 10,000 homes across 50 sites, in addition to a commercial office programme over seven sites.

The SDF was a key performance indicator driven methodology for optimising economic, social and environmental targets.

The Panel noted the paper and endorsed the approach being undertaken.

13/02/20 Transformation Programme Update

Ben Graham introduced the item which provided an update on the Transformation Programme.

The Panel noted the update.

14/02/20 Members' Suggestions for Future Discussion Items

Howard Carter introduced the item. Members noted the paper and that items raised earlier in the meeting would be added to the Forward Plan.

The Panel noted the forward plan.

15/02/20 Any Other Business the Chair Considers Urgent

There was no urgent business.

16/02/20 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 10 June 2020 at 10.00am.

17/02/20 Exclusion of the Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 7 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on: Sustainability in TfL Property Development.

18/02/20 Close of Meeting

The meeting closed at 1.00pm.

Chair: _____

Date: _____

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Transport for London

Minutes of the Customer Service and Operational Performance Panel

**Conference Rooms 1 and 2, Ground Floor, Palestra, 197 Blackfriars Road
London, SE1 8NJ
10.15am, Wednesday 27 November 2019**

Members

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

Executive Committee

Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Andy Lord	Managing Director, London Underground and TfL Engineering

Staff

Mark Evers	Chief Customer Officer, Customers, Communication and Technology
Jonathan Fox	Director, Rail & Sponsored Services, Surface Transport
Siwan Hayward OBE	Director of Compliance, Policing and On-street Services (up to minute 45/11/19, inclusive)
Joyce Mamode	Head of Assisted Transport, Passenger Services Dial-a-Ride (for minute 47/11/19)
Danny Price	General Manager, Sponsored Services, Surface Transport (for minute 46/11/19)
Jamie Mordue	Secretariat Officer

Others in attendance

Lisa Garett	Chief Inspector, British Transport Police (for minute 45/11/19)
Andy Wright	Police Inspector (Station Commander, Central London), British Transport Police (for minute 45/11/19)

40/11/19 Apologies for Absence and Announcements

The Chair welcomed everyone to the meeting, particularly Andy Lord, Managing Director London Underground, who was attending his first meeting of the Panel.

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.

Apologies had been received from Dr Lynn Sloman.

41/11/19 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.

42/11/19 Minutes of the Previous Meeting

The minutes of the meeting held on 12 September 2019 were approved as a correct record and signed by the Chair.

43/11/19 Matters Arising and Actions List

On safety, TfL had made active announcements to remind customers to be aware of the potential for slips, trips and falls, particularly in wet weather, and to keep clear of train doors. Staff safety and wellbeing remained a priority for TfL; posters had gone up at all stations, including London Overground stations, to remind customers that abuse of staff would not be tolerated.

The Panel noted the Actions List.

44/11/19 Quarterly Customer Service and Operational Performance Report – Quarter 2, 2019/20

Andy Lord presented the Quarter 2 2019/20 Customer Service and Operational Performance Report. There had been two fatalities on London Underground, as a result of criminal activity, at Elephant and Castle and Hillingdon stations. A fatality had also occurred as a result of a customer falling down stairs at Waterloo station. There was no fault in TfL infrastructure and the Office of Rail and Road and the Rail Accident Investigation Branch had been informed. TfL's thoughts were with the family and friends of the deceased.

At Oxford Circus station, a medical incident had caused a customer to fall onto the track, five to ten seconds before the train approached the platform. Immediate action was taken and a member of the public, a trained medical professional, helped at the scene. Overcrowding was not believed to be an issue but the corporate safety team would look into the incident and response, as a matter of course. TfL continued to liaise with the appropriate authorities. The wellbeing of the driver and platform staff was also a continuing priority for TfL.

TfL's suicide prevention programme was delivering benefits and would continue to be enhanced.

The escalator programme continued and lessons from accidents at London Bridge and Waterloo stations would be incorporated into ongoing work. A trial of safety enhancements to the train/platform interface would take place at Ealing Common Depot, before potentially being installed at Baker Street station. Members were invited to view the enhancements.

[Action: Andy Lord]

TfL was working to ensure that customers with greater accessibility needs were provided with the necessary information at the right time during their journey, particularly for those that required lifts, and that alternative options were clearly provided. Refresher training on using manual boarding ramps was provided to staff to support TfL's aim to make public transport more accessible.

Three unrelated payment processing issues had caused an increase in the number of customers querying their journey and refund information. A further increase was caused by customers contacting TfL following attempts to access Oyster online accounts. A small number of customers had their Oyster online accounts accessed after their login details were compromised on a non-TfL website; few of those accounts accessed saw fraudulent activity. While no customer payment details were accessed, TfL temporarily closed online Contactless and Oyster accounts and reduced some refund options as a precautionary measure. The majority of self-service refund options were reinstated and customers were advised to change their Oyster online account passwords. Incidents of fraud were regularly reported to the Audit and Assurance Committee, which had a strong focus on ensuring that work on fraud prevention was not kept within siloes. A note would be provided to the Audit and Assurance Committee.

[Action: Vernon Everitt]

A speed awareness campaign, including prime time TV adverts, had been introduced as part of the Vision Zero strategy. At the time of the meeting, the Managing Director Surface Transport was at a Bus Safety Summit, where he would speak to operators on making improvements to the bus fleets to improve safety.

Automatic speed controls had been fitted on 35 trams, which amounted to close to 50 per cent of trams, and all trams were planned to be fitted with the speed controls by the end of 2019.

Additional safety measures were looked at during the winter months, when more accidents tended to occur. The number of customer slips, trips and falls was reviewed on a weekly basis and there was a specific focus on near miss reporting and minor trends. TfL spoke with various stakeholder groups, including elderly customer groups, and staff encouraged elderly customers to use lifts or offered assistance at the tops of escalators. This would particularly be the case in the run up to Christmas, as more elderly customers used TfL and Network Rail interchanges.

The anti-Semitic abuse that had been videoed on an Underground train had led to an arrest by the British Transport Police (BTP). TfL was making contact with the victim, to apologise directly, and the member of the public who had intervened. It was noted that the incident had not been reported to station staff and TfL was only made aware of the incident when it was posted on social media. Siwan Hayward told the Panel that there was a huge amount of proactive work to ensure that customers know that hate crime would not be tolerated and TfL had strong support from its policing partners. It was encouraging that other customers feel able to challenge hate crime and filming was helpful for BTP when making arrests.

Members asked that more analysis of the data be included in future quarterly reports and that the icons used better represent the data they are simplifying.

[Action: Report Authors]

Members would be provided with a note on what measures TfL took to promote accessible public transport on car free day. **[Action: Vernon Everitt]**

A greater percentage of injuries were recorded on TfL Rail, rather than London Overground, DLR and Trams; this was likely to be due to TfL Rail services being extended to Heathrow during this period. TfL continued to work with BTP colleagues as a number of injuries were as a result of criminal activity. The numbers did not reflect a safety issue with the railway and TfL would speak to Great Western Railway to compare its injury statistics. The Panel would be provided with a note, once the reason had been ascertained. **[Action: Jonathan Fox]**

Violence against the person on TfL Rail had increased by 40.5 per cent from Q2 2018/19 to Q2 2019/20. While violence against the person was a relatively broad category and a lot of the cases were low level and without injury, the vast majority of the increase was as a result of public order offences, including verbal offences.

TfL would look at whether the TravelBot could be used to update customers about roadworks and provide an update to the Panel. **[Action: Mark Evers]**

The Panel discussed the performance data for the taxi and private hire contact centre. Members asked if the key performance indicators (KPIs) reflected what was important for the customer. A paper would be provided to a future meeting on potential changes to the KPIs for the quarterly report. **[Action: Helen Chapman]**

Members noted that the walk trips per resident aged over five had remained relatively constant between 0.6 and 0.8 trips per day, with a slight decrease from 2016/17 to 2017/18. The Panel would be provided with a note on what measures TfL was taking to improve the walk trips per resident. **[Action: Alex Williams]**

The Panel noted the report.

45/11/19 Tackling Theft Offences on TfL Networks

The Chair welcomed Lisa Garrett and Andy Wright from the British Transport Police (BTP). Siwan Hayward introduced the report, which provided a summary of the work undertaken by TfL and policing partners to reduce theft on TfL's network.

TfL had a strong relationship with the BTP and extra funding had been given for additional policing on the network. A recent television documentary had highlighted how well TfL and its policing partners worked together and Vernon Everitt praised BTP colleagues for their assistance in tackling crime.

The approach to policing would continue to focus on the highest harm crimes, such as knife crime, hate crime or sexual crimes. This approach supported those with the highest needs, such as those with mental health issues.

The increase in crime was largely driven by theft, .theft was incredibly organised and not restricted to London; rather it was an international operation that moved from city to city. There was active engagement on reducing the amount of crime across TfL and these efforts aimed at ensuring that the risk would not be worth the reward for organised crime on TfL networks.

Further, there was a pattern of targeting the most vulnerable, such as the elderly. TfL and its policing partners were working with banks and building societies to ensure they were doing their part to protect customers.

Lisa Garrett told the Panel that there were five proactive units, within a branch of Criminal Investigation Department, to detect offenders. In January 2019, one team arrested 233 people for theft, of which 231 were foreign born nationals with links to organised crime. Tackling theft was very resource intensive, particularly as customers did not necessarily know when the theft had occurred, or even if they had accidentally left their property somewhere. Once a crime hotspot had been identified and policing partners moved to the location, the criminals would simply move elsewhere on the network.

Operation Farrier was a multi-faceted approach to tackling theft, which had involved early morning raids, tactics to drive criminals onto certain lines and crime prevention techniques. It was an addition to the effort to tackle the high harm crimes as a priority. Andy Wright told the Panel that, in August 2019, 200 uniformed and 60 plain clothed officers were deployed in Operation Farrier. This led to 21 total arrests, of which 17 were for theft and tied to organised crime.

The Panel noted that, from October 2018, there was an increase in the report of thefts on the Underground. This was largely attributed to the introduction of a new online system for reporting thefts. Since June 2019, there had been consistent decreases in the number of thefts on the Underground.

It was envisaged that more work could be done in the future with other organisations, such as HMRC, but there were distinct profile differences between offenders. BTP had also hosted Romanian and Bulgarian police officers to share their experience and learn from BTP colleagues.

TfL would look at how it could work with organisers of events, such as Christmas events, to ensure that the level of security was appropriate. The posters that were used to remind customers to be vigilant had been adapted for digital screens and shared with local businesses and on social media. Methods used by other sectors, such as aviation, to deter crime would be reviewed to see which practices could be transferred to the TfL network.

The Panel noted the paper.

46/11/19 River Operations

Jonathan Fox introduced the paper, which updated the Panel on the work to develop river services and encourage greater use of the river by passengers.

The river had not previously been a priority for TfL, which was reflected in the passenger numbers of five to ten million customers a year, and TfL has operated as more of a promoter of services than an operator of piers. Work was ongoing to determine how TfL could move river operations away from a loss making service to a service that broke even.

Danny Price told the Panel that the London Passenger Pier Strategy (LPPS) had been published on 7 November 2019, in collaboration with the Port of London Authority. The

LPPS set out the strategy for maximising the use of the river to transport people in a safe and environmentally sustainable way, in line with Proposal 72 of the Mayor's Transport Strategy. The LPPS would seek to: put safety at the core of pier design and operations; investigate opportunities to maximise capacity and encourage off-peak usage; make piers easy to find and accessible; and enable the use of environmentally cleaner vehicles. Safety was a priority for TfL and the Vision Zero approach was embedded into the ways of working. Any accident was investigated and there was no room for complacency in achieving Vision Zero.

The Woolwich Ferry had reopened in late January 2019 using two hybrid powered boats to replace the 55 year old fleet; this had provided a more environmentally sustainable and comfortable experience. While the service had experienced intermittent issues with its power and communications technology, the new vessels had made a positive impact on cleaner air in the area. The new ferries had created a number of jobs, such as in repair and maintenance. There had been an improvement in the relationship between staff and the new operator and work would continue to improve the relationship further.

While TfL did not currently have the in-house expertise to manage the ferry service directly, it would be possible to procure the expertise necessary in the future. The Panel requested an update paper to its next meeting on the future options for the operation of the service, which was due to end at the end of March 2020, including the work that had been undertaken to mitigate reliability risks. **[Action: Jonathan Fox]**

A technical advisor was due to be appointed to work on the feasibility of the Rotherhithe to Canary Wharf Crossing. There were options on which piers to use, on each side of the crossing, and on the method of propulsion. An update would be provided to the Panel in early 2020 on future key dates and options for the crossing.

[Action: David Rowe]

The Panel noted the paper.

47/11/19 Assisted Transport Services

Joyce Mamode introduced the paper, which provided an update on the progress made since June 2019 in delivering against the actions in the Assisted Transport Services (ATS) roadmap.

The Panel noted that the most recent figures for answer times on the Dial-a-Ride telephone line had shown positive changes, with a two minute answer time at off-peak times and a three and a quarter minute answer time during peak times. Owing to the relatively long length of the calls, there was a target of three minutes to answer calls. An upgrade to the operating system used to book journeys and the rescheduling of staff's peak working hours had had a positive impact on the time taken to answer calls. The introduction of a new booking and scheduling system for ATS was targeted for implementation in July 2021 and was expected to decrease answer times further.

TfL remained diligent in recording any injury. Dial-a-Ride services had an increase in minor customer injuries due to accidents while boarding and alighting vehicles. This was being mitigated by new vehicles having a guard rail added to the ramp and feedback was garnered from drivers if they recognised that a customer might benefit from a particular mobility aid. TfL was looking at how it could work with social services'

fall prevention teams to give customers the necessary information on how to protect themselves from slips, trips and falls.

TfL would look at ways it could increase the circulation of 'In Touch' magazine, which provided updates on Dial-a-Ride and TfL's other accessible services, in particular to BAME groups and hospitals.

The Panel requested that the biannual update paper on Assisted Transport Services include: what TfL was doing on accessibility in the context of London's wider development; status updates on ongoing projects; what provisions were in place for when things did not go to plan, whether the issue was with TfL or the customer; and what was being done on buses and taxis not stopping for customers.

[Action: Gareth Powell]

The Panel requested that the annual paper on 'Bus Services to London's Hospitals' include the links between buses, assisted transport services and hospitals, with analysis on how people use the services and where there were gaps. The paper would also address how TfL might improve the experience for customers that tried to book services but the booking system would not allow them to book if incorrect information had been accidentally input.

[Action: Gareth Powell]

The Panel noted the paper.

48/11/19 Member Suggestions for Future Discussion Items

Howard Carter introduced the Forward Plan.

Members requested that further updates on the Customer Journey Modernisation Programme be provided twice a year.

[Action: Jonathan Fox]

The Panel noted paper.

49/11/19 Any Other Business

There was no urgent business.

50/11/19 Date of Next Meeting

The next scheduled meeting was due to be held on Thursday 27 February 2020 at 10.15am.

The meeting closed at 12:28 pm.

Chair: _____

Date: _____

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Transport for London

Note of an informal discussion by Members of the Customer Service and Operational Performance Panel

**Conference Rooms 1 and 2, Ground Floor, Palestra, 197 Blackfriars Road
London, SE1 8NJ
10.15am, Thursday 27 February 2020**

Members

Executive Committee

Vernon Everitt Managing Director, Customers, Communication and Technology

Staff

Jonathan Fox	Director, Rail & Sponsored Services
Siwan Hayward OBE	Director of Compliance, Policing and On-street Services
Geoff Hobbs	Director, Public Transport Service Planning (for item 4)
Sue Lofthouse	Head of C&H and District Line Customer Service, London Underground (for item 7)
Claire Mann	Director of Bus Operations
Brian Woodhead	Director of Public Service, London Underground (for item 7)
Jamie Mordue	Secretariat Officer

1 Apologies for Absence and Announcements

The Chair welcomed everyone to the meeting. Apologies had been received from Bronwen Handyside, Dr Alice Maynard CBE and Anne McMeel. Howard Carter, Andy Lord and Gareth Powell were also unable to attend. As the quorum for the Panel was three Members, a meeting of the Panel could not be held. The available Members agreed to discuss the items and the next meeting of the Panel would be asked to adopt these notes.

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.

2 Matters Arising and Actions List

Action 44/11/19 would be updated to reflect that it was an action for Andy Lord.

3 Quarterly Customer Service and Operational Performance Report – Quarter 3, 2019/20

Vernon Everitt introduced the report. He reflected on those colleagues who had recently and sadly passed away and on incidents on the network including an attack on a colleague and those involving knife crime. While these were rare events, comprehensive work was undertaken to make the network as safe as possible.

There were three key areas of focus on prevention of injuries:

- (a) reducing the impact of alcohol related incidents;
- (b) slips, trips and falls, primarily on escalators; and
- (c) platform interface.

Members stated that research had shown that one of the most cost-effective ways of increasing walking trips was to increase the use of bus services. The impact of Mini Hollands on active travel was impressive and lessons should be carried over to the Liveable Neighbourhoods scheme. Promotion of active travel was one of the largest areas of promotional spend.

The statistics showing a rise in theft across TfL's services since October 2018 was primarily due to a combination of organised criminal activity and enhanced reporting; the development of an online reporting portal with the British Transport Police had resulted in the capture of offences that would have previously gone unreported.

Members congratulated staff on the work that had resulted in better metrics for improving customer care and improving the experience of travelling by bus and on the Underground. The same metric for customer care would be trialled on the Overground network.

Members recommended that where services ended earlier than usual, or rail replacement buses were in service, every effort should be made to ensure that it was obvious to the customer what they needed to do, as early into their journey as possible.

4 Bus Strategy – Next Steps

Claire Mann and Geoff Hobbs introduced the paper, which provided an update on the Bus Strategy, detailing the importance of the bus network in meeting a range of Mayor's Transport Strategy (MTS) objectives.

The presentation detailed the six key priorities for the bus network:

- (a) **Leading Vision Zero.** Driver feedback on the Acoustic Vehicle Alerting System had been positive and Phase 2 of the Bus Safety Standard would be developed to focus on the interior of the bus. TfL was working with operators to ensure that the cause of any collision could be determined quicker and, if necessary, get an independent evaluation of the incident.
- (b) **Air Quality.** By October 2020 every vehicle would be at Euro VI standard. Retrofitting with operators was ahead of schedule. There were currently 240 electric vehicles (EVs) on the bus network and, by the end of 2025, it was planned to have 2,000 EVs in service.

- (c) **Driver welfare.** The 'Destination Zero' driver safety training had been rolled out, with a focus on fatigue management. TfL was working with the unions on the welfare of drivers, particularly around rest facilities. All bus operators had signed up to the Work-related Violence and Aggression Strategy.
- (d) **Focus on the customer.** The Bus Customer Journey Time Metric had been introduced, which better captured excess waiting time, putting a higher weighting on the time it took waiting for a bus, crowding, and in-journey wait times. The time metric was not clock time but perceived time. Customer satisfaction had decreased slightly and weekly stand up meetings were held to look at data from complaints. Front boarding only on the new Routemasters had been well received by customers and drivers.
- (e) **Reshaping the network.** There was a fall of operating km within central London, which reflected the decrease in demand. Demand in Outer London had been more resilient, and it was possible to make better progress towards the MTS targets in these areas.
- (f) **Bus speeds.** Steps were being taken to optimise signal timings to better fit the bus network. Work was also being undertaken on a central London bus lane grid, with extended length and opening hours.

A large cost in delivering a zero-emission bus fleet was digging up the road to install gate to grid electrification and so this would need to be aligned with the tendering of bus routes. TfL was working with manufacturers to improve the quality and reliability of the electric fleet, though some bus routes were too long for current electric buses to operate on a single charge.

The impact of the Ultra Low Emission Zone on bus ridership was an increase of around 200,000 a day, which represented a modest increase.

5 Customer Journey Modernisation

Jonathan Fox introduced the paper, which provided an update on the change of London Overground ticket office opening hours, which was now underway.

All ticket offices would be staffed during the morning peak. TfL and the unions were in discussions on grading and overtime opportunity for staff.

An update would be provided to a future meeting of the Panel, which would include feedback from customers. **[Action: Jonathan Fox]**

6 Noise on Public Transport

Brian Woodhead introduced the paper, which provided an update on the impact of noise generated by the public transport network, in terms of residential and in-carriage noise.

There were a relatively small number of complaints from residents near Tube lines, which were centred near a few hotspots. TfL recognised that it was an emotive issue and had set up a single database of complaints and visited properties to take noise

readings. TfL would appoint a dedicated officer to oversee a noise and vibration strategy.

Various devices were in place to stop vibration, which would help residents near Tube lines, though this could increase noise within the carriages. From a customer point of view, the noise was an irritant but did not pose a health risk. In the longer term, TfL would look to design out these issues.

TfL was working with drivers and unions on how to mitigate exposure to noise.

7 Accessibility and the Step Free Tube Challenge

Sue Lofthouse introduced the paper, which provided an update on London Underground's Accessibility Improvement Programme and shared insights from the Step Free Tube Challenge in December 2019.

There was an ongoing focus on accessibility, particularly around trying to understand variability in the provision of service.

In December 2019, Alan Benson, Chair of Transport for All, and Dr Jon Rey-Hastie, CEO of DMD Pathfinders, took part in the Step Free Tube Challenge. Between them, all 78 step-free Tube stations were visited. Area Managers accompanied them to get a better understanding of customer experience. The insight gained would be shared across TfL to help inform strategy and staff training.

Members thanked Dr Jon Rey-Hastie and Alan Benson for taking part and sharing their experiences. Members suggested that the challenge could be repeated in future years, by people with different accessibility needs.

8 Members' Suggestions for Future Discussion Items

There were no suggestions for future discussion items.

9 Any Other Business

There was no urgent business.

Date of Next Meeting

The next scheduled meeting was due to be held on Wednesday 1 July 2020 at 10.15am.

Joint meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel



Date: 10 June 2020

Item: Human Resources Quarterly Report

1 Purpose

- 1.1 The Quarterly report is a standing item on the agenda for the meetings of the Safety, Sustainability and Human Resources Panel. It provides an update on key Human Resources (HR) led activities that have taken place to support our colleagues during the Coronavirus outbreak.

2 Recommendation

- 2.1 The Panels are asked to note the report.

3 Background

- 3.1 On the 16 March 2020, the British Government advised against all non-essential travel and for people to work from home where possible. This has had a significant impact for both employees that found themselves working from home, but also for operational employees which found themselves at the frontline of this outbreak, keeping London moving and supporting our key workers.
- 3.2 This HR Quarterly Report provides an update on the key activities that have supported our people through these initial restrictions and changes to their working environment. This update then also looks at work taking place to support our employees as TfL work towards our restart and recovery.
- 3.3 This report will also provide our year end TfL Scorecard performance, and a look ahead to the interim Covid-19 scorecard which has been developed ensuring we track and monitor the right measures during this challenging period.

Appendices:

Appendix 1: HR Quarterly Report

List of Background Papers:

None

Contact Officer: Tricia Wright, Chief People Officer
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HR Quarterly Report Q4 2019/20

10 June 2020



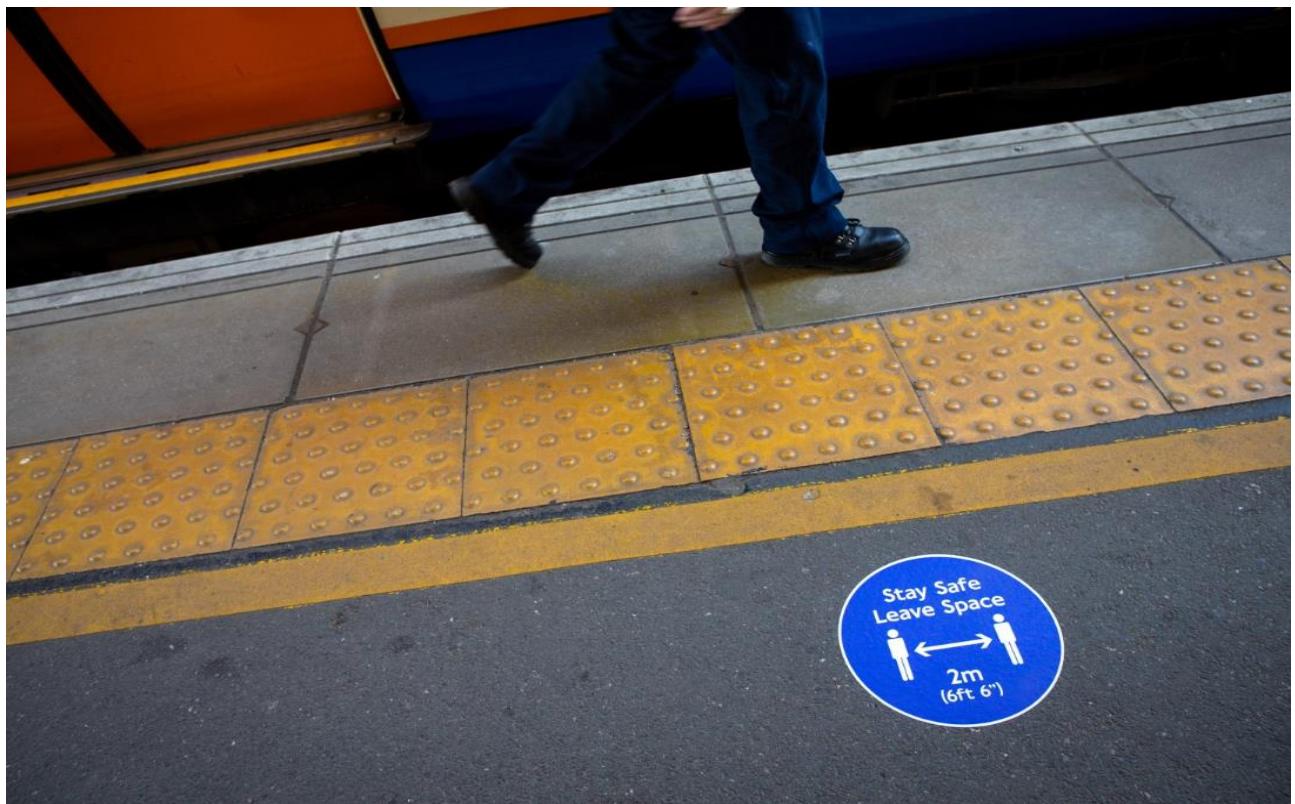
EVERY JOURNEY MATTERS

HR Quarterly Report – 2019/20 Quarter 4 Update

Introduction

This Human Resources (HR) Quarterly Report provides an update on the activity that has taken place to support our people during the response to the Coronavirus outbreak, and how we are planning to support the organisation's restart and recovery.

This report will also provide an update on our end of year TfL Scorecard performance for 2019/20 and the development of interim scorecard measures to ensure we are supporting our people during this period.



People Scorecard Measures 2019/20

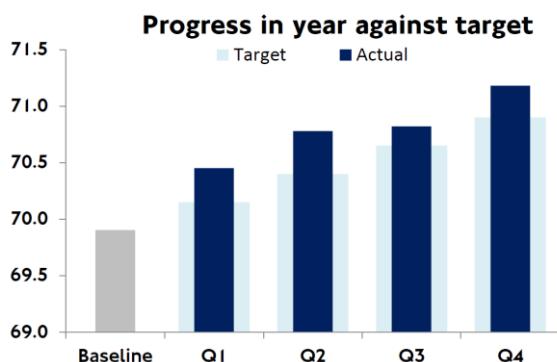
There were four people measures on the TfL Scorecard for 2019/20. These were:

People	2018/19 Result	2019/20 Target
Foster a workforce representative of London		
Workforce Representativeness Index - All Staff	69.9%	70.9%
Workforce Representativeness Index - Director/Band5	37.8%	38.3%
Engage our people		
Total Engagement Index	56%	57%
Build and inclusive environment		
Inclusion Index	43%	46%

Workforce Representativeness Index – All Staff

Our scorecard target for the all staff workforce representativeness index (WRI) was +1 per cent on last year's end of year score of 69.9 per cent.

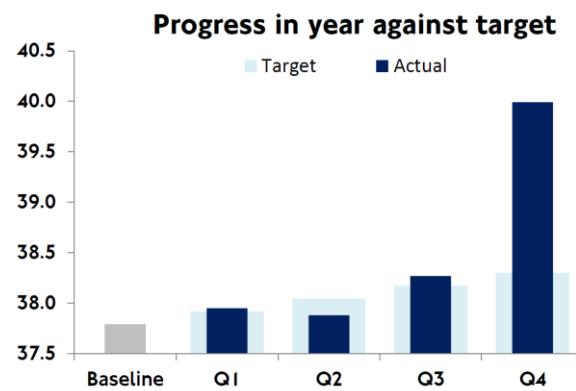
In Q4, our all staff WRI increased from 70.82 to 71.18 per cent, exceeding our scorecard target of 70.90 per cent for the year. The key drivers behind this increase over the year were increases in employees declaring as Black, Asian and Minority Ethnicity (BAME) or as having a disability.



Workforce Representativeness Index – Band 5+

Our scorecard target for the Band 5+ WRI was 0.5 per cent up on last year's end of year score of 37.8 per cent. This scorecard measure includes our senior managers at Band 5 and above.

In Q4, our Band 5+ WRI increased by 1.7 per cent to reach 40.0 per cent, exceeding our scorecard target. The annual increase in this measure was 2.2 per cent. Key drivers for the increase in this measure were more employees declaring as BAME, disabled and those over the age of 65.



Engagement and Inclusion Index

On the 11 November 2019, we published the results of our annual Viewpoint employee engagement survey. The survey calculates our Total Engagement across the organisation and Inclusion Indices which are included on the TfL Scorecard.

Our Total Engagement increased:

57% + 1

Achieved target of 57%

We also exceeded our target for the Inclusion Index:

47% + 4

Achieved target of 46%



Interim Coronavirus Scorecard Measures

Interim Covid-19 Scorecard

Due to the impact of coronavirus across the organisation, the performance year 2020/21 will be primarily focused on restarting our services, stabilising the current situation and building for the future. A new scorecard to reflect these changing objectives and targets for the organisation is currently being developed.

Development of a new Wellbeing metric

To ensure we monitor and are able to mitigate the impact of the changing work environment on our colleagues, we are developing a new wellbeing metric which will allow us to measure how our employees are feeling, tracking this throughout the year and to take action to increase support where required. This will take the form of a short, repeatable staff survey which will focus specifically on wellbeing, enabling us to identify ways to strengthen the support available to our employees.

The survey will include questions asking how employees find the health and wellbeing support available to them, how they are finding line manager support and whether employees have the tools they need to carry out their job during this period. The survey will also map responses against demographic information to ensure that all groups are supported equally.

Our Initial People Response to the Coronavirus Outbreak

This section provides an update on our initial response to the coronavirus pandemic and how we have sought to mitigate its impact on our people. These activities primarily took place within the first eight weeks after 16 March and were developed in direct response to the daily government announcements.

Deaths in Service

Unfortunately, whilst we have supported Londoner's in making essential journeys we have suffered fatalities. At the time of drafting this report, sadly 43 colleagues from TfL and our partner organisations have passed away in service.

We are doing everything we can to support the families of those who have died and will continue to do so. Colleagues and families of those who have died in service across our partner organisations also have access to our Employee Assistance Programme which is outlined below. Bereavement support is also available to all employees and guidance for line managers to help support teams affected.

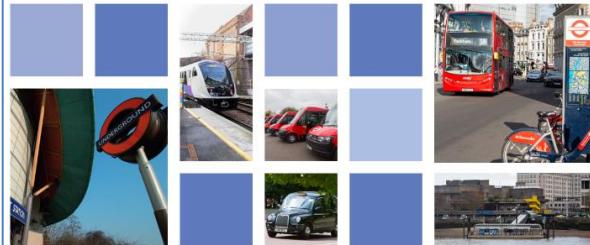
We are also working with the unions, bus companies and other suppliers to ensure the safety of the people who work on our network. Our operators are also liaising closely with affected families over death-in-service support and contributing sickness data on the cultural backgrounds of drivers to

assist Public Health England on its wider exploratory work on people most at risk of coronavirus.

Employee Assistance Programme

Our Employee Assistance Programme is a service available to all employees and their dependents which provides emotional support, guidance and information for a range of topics, including bereavement. This service includes telephone access to emotional support from a qualified counsellor via a 24/7 telephone service, bereavement counselling services and access to the dedicated bereavement support charity Cruse. Our Sarah Hope Line is also on hand to provide support to anyone impacted by the loss of a colleague or family member.

Keeping yourself and others safe



Guidance on the use of face masks during the coronavirus pandemic

Personal Protective Equipment

In instances where a small number of our staff cannot avoid breaking the two-metre social-distancing rule, we have provided them

with face masks and gloves. When bus and coach services return to a more regular service, face masks and gloves will be provided in the mobility suite at Victoria Coach Station and to controllers at our bus stations where they may need to help passengers with visual or mobility impairments. In addition, we have provided emergency intervention kits to our Dial-a-Ride depots, our supervised bus stations and Victoria Coach Station, and deployed them on Dial-a-Ride buses and network traffic control vans. This will enable employees with first-aid training to wear face masks and gloves if they aid a critically ill person before the emergency services arrive. On 13 May, we also rolled out face masks for all frontline staff.

Coordination of Testing

Working alongside Public Health England, we have set up access for our frontline employees to get tested for coronavirus. Employees can request either a home testing kit or a drive-through appointment for both themselves and/or any member of their household that has symptoms. This testing will provide confirmation to those employees who are displaying symptoms, allowing them to self-isolate, where required, or enabling them to return to work.

Employee Health & Wellbeing

Whether working on the frontline, or working from home, all our employees have had to adapt to a new working environment and it is vital that we provide the tools and resources to promote and maintain the health and wellbeing of our employees.

We have developed a Health & Wellbeing SharePoint site which our employees can access, containing information and guidance to support our employees during this period in one place. Resource for our EAP has been increased by 30 per cent to cope with any additional demand for counselling or psychotherapy sessions. We are also converting our previously classroom-based health and wellbeing related courses into online courses so our employees can continue to access these resources.

Supporting our employee's mental health during this period is also a key focus of our Occupational Health team. There are online tools and resources for employees to use, videos providing top tips to help maintain our mental health and resilience are also available online, along with links to external resources and support.



All our employees have access to the Headspace App which is available to download on their mobile devices, providing exercises and tips to promote good quality sleep and healthy lifestyle choices promoting positive mental health.

Updating our Policies

Throughout our response to the crisis we have updated our policies to ensure we were

'doing the right thing' by our employees and London. We have updated our policies and continue to ensure alignment with current government advice and guidance.

These include updates to policies such as our Attendance at Work policy, taking into account government guidance on social distancing, shielding and self-isolation so that safety is first and foremost in any decisions taken by our employees.

Supporting our Line Managers

To enable our employees and line managers to adapt to the changing situation, whilst still being able to carry out their roles, new line manager and employee guidance has been developed and shared with our colleagues. This guidance outlines the updated policy positions and where to find other support information such as how to book a coronavirus test.

We have also put in place new processes and products such as a coronavirus email inbox to support managers in answering any questions an employee may have that is not included in the new guidance. We have also provided communications support so that teams across the organisation can maintain employee engagement, even if required to work remotely.

Keeping Our People Informed

It has been more important than ever to keep our people informed of the latest developments and guidance. We have used a comprehensive mix of channels to ensure there is something that works for everyone and covered topics ranging from keeping each

other safe to specific HR guidance. Some of these include:

- Weekly conference calls with our TfL and London Underground senior leaders
- Regular email updates
- Internal news stories highlighting the great work our people are doing
- Dedicated coronavirus SharePoint sites for all colleagues and line managers
- FAQs – Available online these focus on the topics our people are most concerned about
- Posters for our all key locations, with a focus on operational sites
- Dedicated publications sent to our colleagues' home addresses

Trade Union Engagement

We have been in constant communication with our Trade Union colleagues throughout the coronavirus outbreak, to ensure they are informed of the latest government guidance and how this will impact upon our employees. Weekly forums have taken place outlining any changing guidance received from the government, and for us to hear how best we can approach any challenges posed by the changing guidance.

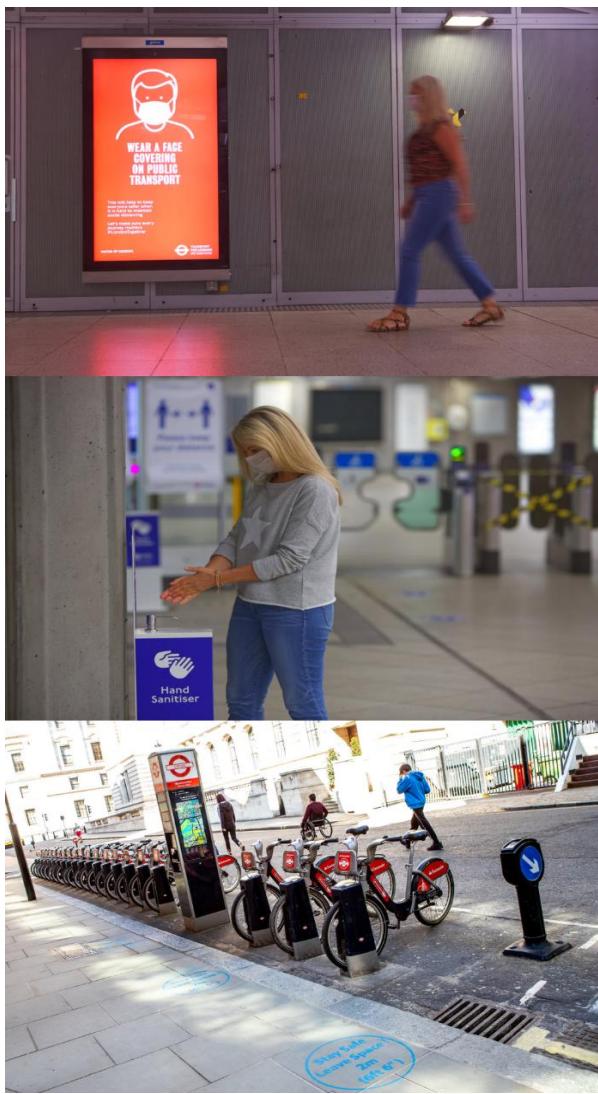
Government's Job Retention Scheme

To alleviate the impact to our finances posed by the pandemic, we have used the Government's Coronavirus Job Retention

Scheme to furlough a number of colleagues whose work was reduced or paused as a result of the pandemic. The scheme enabled us to access funding for 80 per cent of the salary of furloughed staff up to a maximum of £2,500 per month.

We have carefully assessed which roles are suitable for the scheme, ensuring that we have retained all staff required for recovery planning and delivery.

We placed approximately 7,000 staff on furlough so far. This represents around 25 per cent of our workforce. All of our employees have received 100% per cent of their salaries.



Restart & Recovery

Following the Government's announcement of an outline Covid19 Recovery Strategy, we have set out our initial plan to support this and help Londoners who need to travel do so safely and sustainably.

This section provides an update on activity which aims to support our people and the organisation enabling us to restart and recover from the impact of the Coronavirus.

Our restart activities primarily looked to support the reintroduction of a good service on Monday 18 May, with recovery activities looking longer term as social restrictions are relaxed.

Our People Strategy and review our People Programme

Our people will be at the heart of how our organisation and city begin the journey out of lockdown and into recovery. HR has a vital role in supporting the business through this recovery.

Our People Strategy will have four key objectives which our activity will align to, enabling our people to support recovery, these objectives are to:

- Create an engaged, motivated and healthy workforce
- have the right people, skills and capacity to deliver the new business plan and budget
- Create a more inclusive and diverse organisation

- Create new ways of working to achieve financial sustainability.**

Ahead of the 2020/21 performance year, we had in place our People Programme for the organisation. Due to the impact of the Coronavirus, we are reviewing our programme to ensure we provide the right support to our people to help us deliver the four objectives of our People Strategy.

Our People activity for the year ahead will be aligned to these themes and further detail on these will be provided at the next Panel.

Continued support for employee Health & Wellbeing

This will continue to be a priority through recovery and as we move into the new normal for our organisation. We'll need to support those who continue to work remotely and ensure our people who are on the frontline can do so safely.

Graduates and Apprentices

A crucial element of our ability to create a diverse talent pipeline is our graduate and apprenticeship schemes. The coronavirus will have an impact upon prospective employees who were scheduled to take exams, to graduates and apprentices currently on the scheme who are unable to complete placements or college courses currently.

We are working alongside the Department for Education and educational institutions to identify solutions and mitigations that will allow us to continue to provide our graduate and apprenticeship schemes to the fullest.

Recognition

Our reward team are currently developing a new approach to recognition and how we recognise people's contribution during this period.

It is more important than ever to recognise those who are helping keep London moving and often doing work behind the scenes that enables this.

Continue to ensure our policies and processes are fit for purpose

We will continue to update our policies and processes to ensure our people and organisation can play a key role in the Recovery of London overall.



Next steps

Restart & Recovery Plan

As part of the pan-TfL restart and recovery programme, we are currently creating a project plan, looking at some of the activities previously mentioned and plotting these out into a project plan for the next three months, three to six months, six to 12 months and beyond 12 months. We will provide you with an update on this plan at the next Panel.

Joint meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel



Date: 10 June 2020

Item: Covid-19 Customers and Communication Update

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper and accompanying presentation is to inform the Panels of TfL's extensive communication and stakeholder engagement campaigns in response to the Covid-19 pandemic.
- 1.2 This paper covers the period from Monday 16 March 2020 – Friday 29 May 2020.

2 Recommendation

- 2.1 The Panels are asked to note the paper.

3 Background

- 1.3 In response to the Covid-19 crisis, the UK Government and the Mayor issued clear instructions for people to stay at home and stop travelling in all cases unless essential. In support of this, our focus shifted from promoting public transport services to actively encouraging customers not to travel.
- 1.4 Initially, our key message was 'Stay Home. Don't Travel. Save Lives. Our network is only for people making essential journeys.'
- 1.5 During this period, passenger numbers on our network reduced significantly, with a 95 per cent reduction in Tube travel and an 85 per cent reduction on buses.
- 1.6 From 20 April 2020, we refreshed all Covid-19 customer messaging and communications across our network with a new black and yellow identity to ensure all communications remained highly visible.
- 1.7 On 15 May 2020, we set out our initial plan to support the Government's roadmap to easing restrictions and help Londoners who need to travel do so safely and sustainably. This included asking Londoners to reimagine how they travel, walking and cycling if possible, and to wear face coverings while using our services to help control the spread of the virus.
- 1.8 Throughout this period, we have run campaigns across all our channels to ensure these key messages are clearly communicated. This includes customer facing

communications, implementing new signage and wayfinding, and extensive media and stakeholder activity.

List of appendices to this report:

Appendix 1 – Covid-19 customers and communication update

List of Background Papers:

None

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

Covid-19 customers and communication update

June 2020



Context

- Following instructions from the Government and the Mayor on 23 March 2020 for people to stay at home and stop travelling unless essential, we transformed our business to reduce passenger numbers on London's transport network.
- Passenger numbers reduced significantly, with a 95 per cent reduction in Tube travel and an 85 per cent reduction on buses.
- As the Government begins to ease restrictions, we continue to urge Londoners to avoid public transport wherever possible to free up space for people with no alternative means of travel. This includes asking people to walk or cycle all or part of their journeys if possible.
- This presentation summarises our customer, media and stakeholder communication since Monday 16 March 2020.



Keeping our customers informed

- Around 60 millions emails to customers with an average open rate of over 45 per cent.
- Almost 839,000 visits to coronavirus related webpages.
- An unprecedented number of customer contacts. This has included:
 - Over 219,000 calls to our Contact Centre, over 108,000 items of correspondence and 168,000 mentions and private messages across Twitter and Facebook.
 - To meet demand, we trained more staff to process refunds and enlisted the services of our external business partners. We also instigated a new process enabling customers to submit self-service season ticket refunds by visiting the TfL website, for a period of two weeks
 - We have processed 38,900 refunds to customers with a value of £6 million.

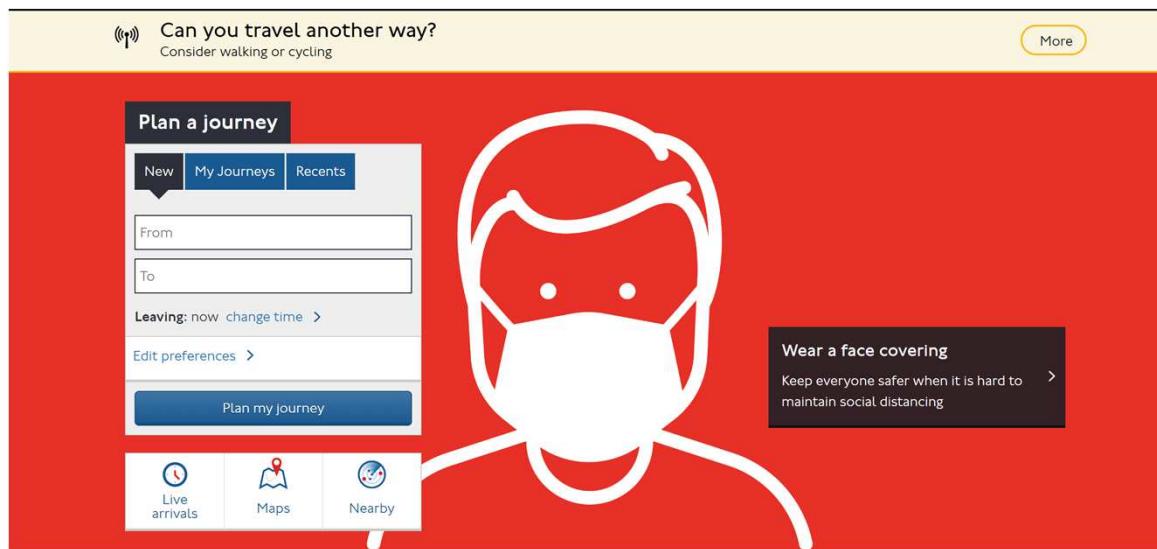
The image contains two screenshots of the Transport for London website. The top screenshot shows a general message to customers about travel safety, mentioning social distancing requirements and encouraging walking and cycling. The bottom screenshot is a dedicated 'Coronavirus' page with sections for travel information, what they're doing, and more information, along with links to walking and cycling routes.



EVERY JOURNEY MATTERS

Journey Planner

- 75 updates to the Journey Planner dataset, which is available to third party apps via our unified API.
- Included processing 1510 bus timetable changes and 112 Underground, DLR, River Bus and Cable Car timetables.
- Up to 1200 messages live per day on our management system which feeds messaging on Journey Planner and TfL Status Updates dealing with hot spots, revised services, station closures and future works. This is also available as a feed to third parties such as Google.



EVERY JOURNEY MATTERS

Press/Media

- Issued 19 press releases to over 1,000 journalists.
- 165 statements/media briefings issued.
- Published 550 posts across our social media platforms.
- This has included posts with recordings by NHS staff and other front line workers.



best for REAL LIFE

'I'm incredibly proud to contribute'

Nicola Lowe, 43, is a Tube driver from Greater London

I'm in my 24th year of working for Transport for London and I'm proud of the work we do, especially at a time like this. Seeing people up and down the country pull together is no mean feat. I work on the Northern line as a Tube driver, as well as training new drivers, and I volunteer as part of the trauma support group we have. When cases of Coronavirus were first reported, I don't think anyone realised how serious it was going to be. We went about our daily business. Then, I began showing symptoms, so I self-isolated for two weeks. Thankfully, I was OK, as was my daughter. I was itching to get back to work, but made sure I didn't do so until it was safe. Since lockdown, things have been different on the Underground... In any normal situation, we wouldn't be happy seeing less people use our transport links, but given the current advice from the government, we're thankful that people are following the guidelines and staying home. It is, without a doubt, a national effort, but I'm more than happy to do my bit. There was never any question of me not going to work.

We keep to the social distancing rules and regularly wash our hands. Transport for London have special products to help keep the Tubes and trains clean – we were given sanitiser, too. Each morning when I put my uniform on, I feel a great sense of pride. I'm fortunate to be able to help other key workers get to their workplace safely. When you leave for work in the mornings, you see NHS staff, postmen and refuse collectors all helping to keep our country running. It's an honour to be a part of that.

Nicola is happy to help key staff get to their workplace

Press release

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Friday 29 May 2020

TfL Press Release - London's buses to return to front-door boarding



EVERY JOURNEY MATTERS

Advertising

- Over 95 per cent of Londoners have been reached with our information campaign: 8.5 million in Greater London and 13.2 million in the wider London area.
- 11 radio adverts to an audience of 12 million people.
- 27 outdoor information in 1750 digital panels to an audience of 2.3 million Londoners.
- 10 digital banner messages on external websites to an audience of 8.4 million Londoners.
- From 9 June 2020, further messages on face coverings will appear on 475 buses.



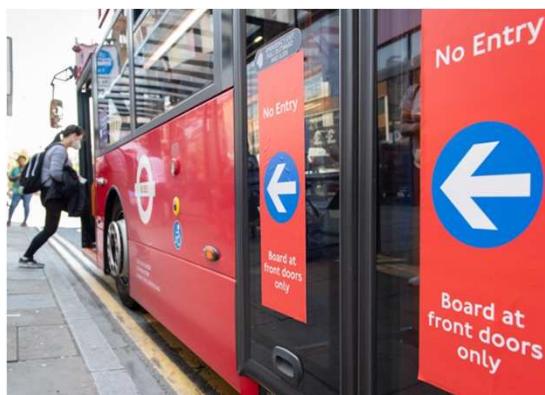
Customer Information – LU and Rail

- 70 individual Customer Information Posters across the London Underground and rail network, amounting to roughly 37,000 posters printed.
- 25 different Public Announcements at stations over the period with 3 currently running
- 33,000 Signage stickers have been printed and delivered to London Underground, London Overground and DLR stations for front and back of house, as well as to train depots.



Customer Information – Buses

- Over 236,000 items have been printed and installed for London Buses. This has included:
 - Over 89,000 new capacity limits / return to front door boarding stickers
 - 36,650 middle door boarding stickers
 - Over 2,400 bus stop items



EVERY JOURNEY MATTERS

Stakeholder Engagement

- Engaged with over 500 stakeholders including London Councils, community and residents' groups, healthcare and accessibility groups, and other transport authorities across the UK and the world.
- Provided weekly updates with all our key stakeholders including passenger groups, accessibility, active travel, freight and youth stakeholders.
- On 26 May, we published TfL [business briefing](#) with advice for businesses on how to keep staff safe as they return to work, shared with over 1000 businesses.
- Taken part in over 15 teleconferences and webinars with business groups, including the CBI's daily coronavirus webinar with an audience of 800 members.
- We have also produced a guide for schools and are now preparing a guide for retailers

Transport for London
briefing for businesses

20 May 2020

Our network
is at its busiest
between the hours
of 05:45-08:15 and
16:00-17:30. It will
help keep everyone
safe if you can
travel outside
these times



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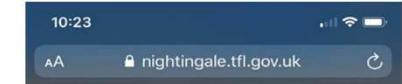
Stakeholder Engagement

- Sent an estimated 10,000 emails to our stakeholders across London's boroughs, including borough officers and elected officials, community groups and Business Improvement Districts (BIDs).
- This has included Streetscape interim guidance to boroughs; managing queuing at transport hubs; and, details of the Government funding package, including changes to funding arrangements for London's boroughs.
- Daily contact with Government officials, MPs, Assembly Members, ministerial teams and international transport bodies.
- 4,200 briefings and updates to over 150 MPs, AMs, Ministers and other key officials.
- Over 200 queries and commissions from Government
- 14 UITP webinars and numerous briefings/collaboration with the Urban Transport Group.
- Attended four roundtables with ministers on safety, buses, travel demand management and service reliability.



Supporting NHS Nightingale Hospital

- Installed wayfinding signage to and from NHS Nightingale/Canning Town.
- Created and distributed a travel advice leaflet for staff which included information on bus routes and car parks, for the NHS to use in their communication channels.
- Multiple posters installed to help staff find bus stop locations and information.
- Developed mobile-optimised site displaying live shuttlebus times and other related public transport information.



Staff travel options for NHS Nightingale Hospital London

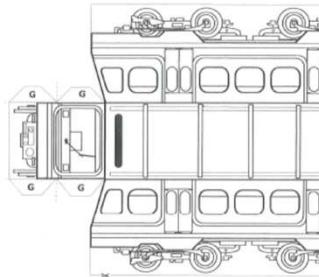
The new temporary NHS Nightingale Hospital London is based at the ExCeL centre in East London. It is accessible by a local staff shuttle bus, car, public transport, walking and cycling.

- [Shuttle bus times](#)
- [Driving](#)
- [Tube & DLR](#)
- [Local buses](#)
- [View transport map](#)



Keeping Londoners entertained

- TfL Themed video conferencing backgrounds.
- TfL Craft Club – range of arts and craft activities including designing roundels, redesigning moquette and building a London Bus.
- London Transport Museum – free transport themed activities, learning resources, quizzes and games.



Make your own train

We have lots of trains in our collection with different colours and designs. Which one will you colour yours to look like?

[Trains in our collection](#)



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Customer Metrics

- The number of Londoners agreeing that 'TfL is communicating well during the Coronavirus crisis' has significantly increased by 10 percentage points to 64 per cent. This is being driven by:
 - Men aged 16-34 (72%),
 - Those who have used bus in the past 7 days (78%),
 - Those who have cycled in the past year (73%),
 - And those who recall positive media about TfL (88%).



Customer Metrics

- We receive positive comments on our emails, website, advertising, announcements on the network and the fact we are communicating with the media
- The comments suggest the main messages getting through include:
 - Who should be travelling
 - Service updates
 - The safety measures we are putting in place
 - Advice for customers on social distancing and keeping safe

'We are getting many updates on buses and trains and information on how to stop the spread and also reminding people not to travel if it is not essential'

'Any changes seem to have been communicated to the media who in turn communicate it to us, such as no longer being allowed to use the front doors on the bus etc'

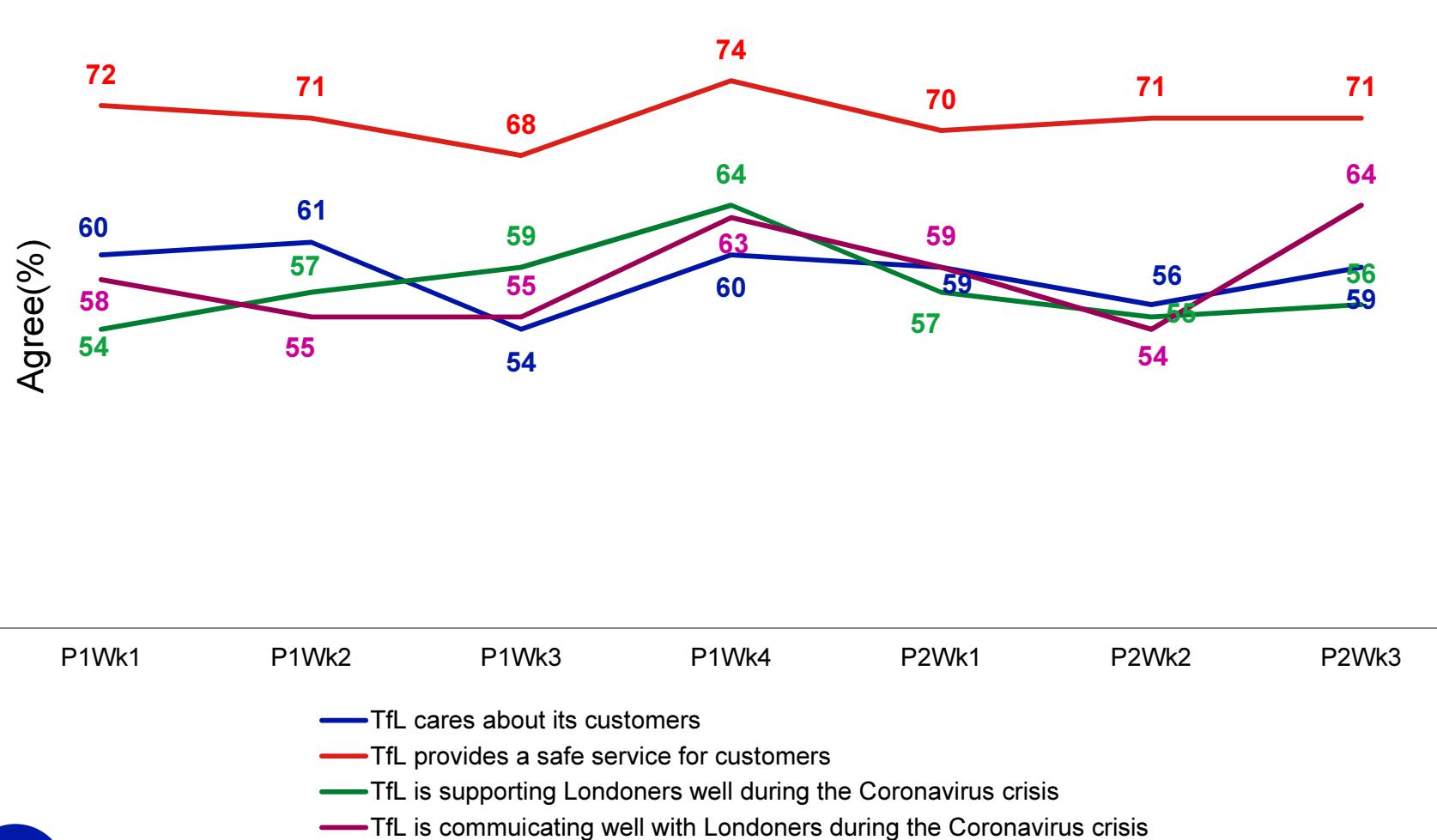
'I get a weekly email with good details about the status of the TfL network that is clear and informative'

'On the PA systems underground and on the buses announcement systems. They communicate health warnings'



15

Across Period 1 Londoners steadily felt more supported. Care, our key customer measure, has been consistently higher than last year (c53%). Small dips in Period 2 are possibly indicative of the anxiety and confusion felt by some people as lockdown eases



Appendix 1

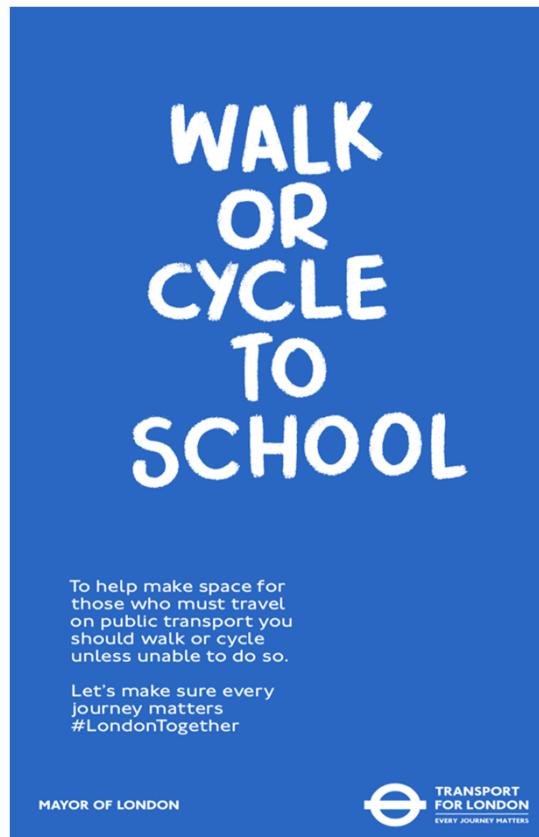


Encouraging active travel to school



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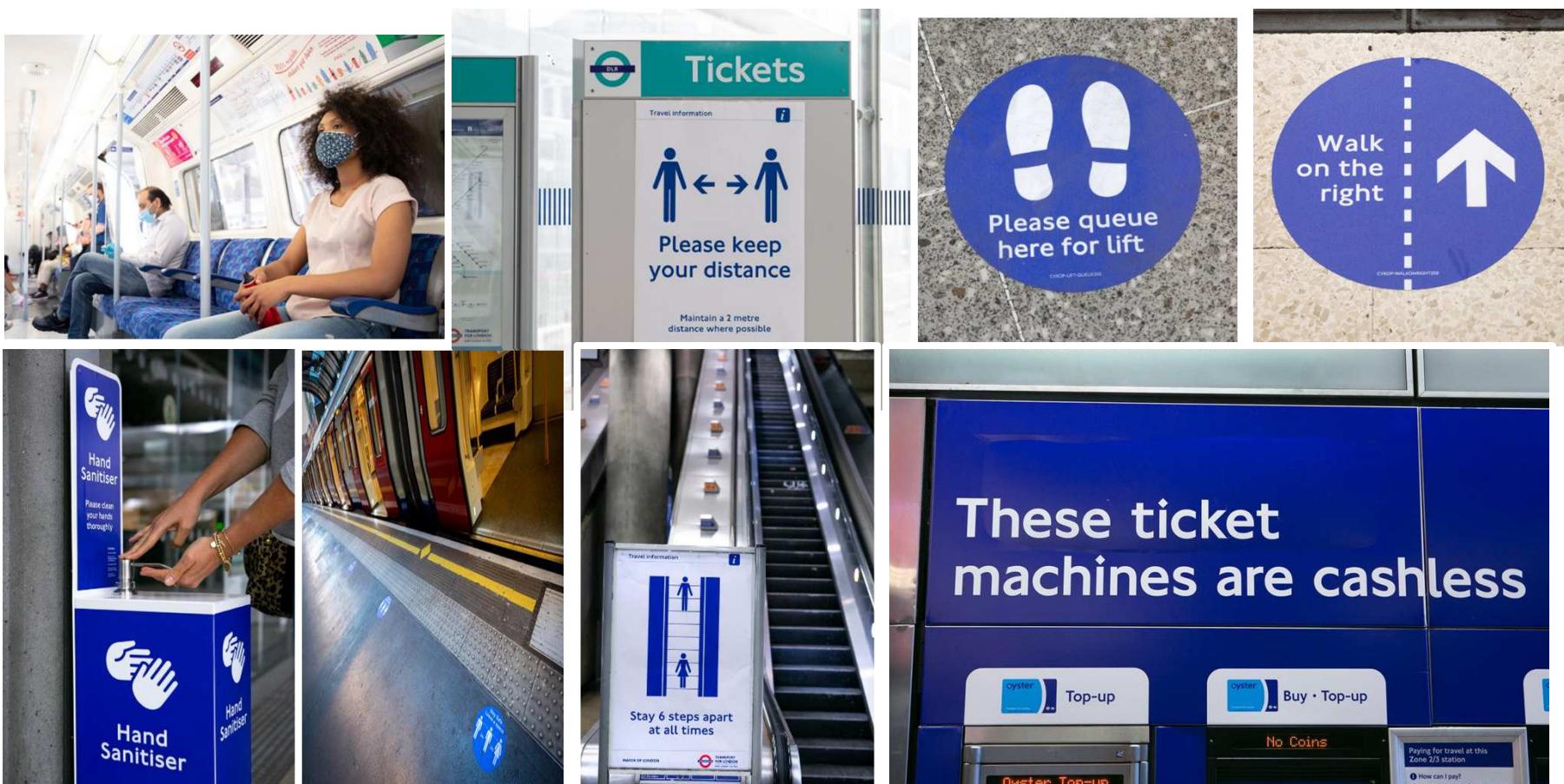
Walk or Cycle to School



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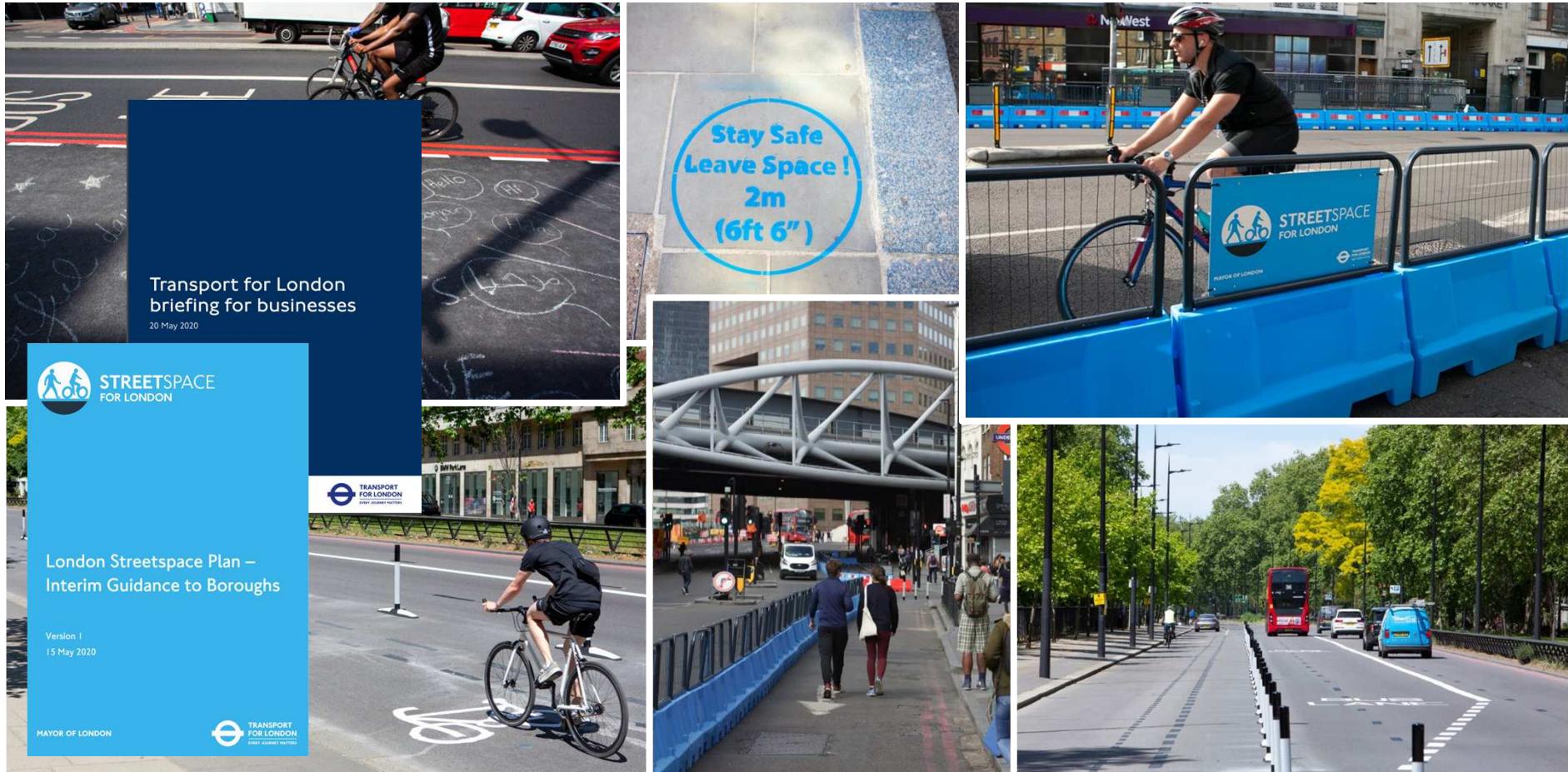
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