Safety, Accessibility and Sustainability Panel

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Date: **13 October 2015**

**Item:** **Travel Demand Programme – helping our customers avoid recurring congestion**

1 Summary

1.1 This paper summarises the next phase of activity to assist our customers to avoid congestion where possible. It provides a summary to the more detailed presentation in Appendix 1.

2 Recommendation

2.1 **The Panel is asked to note this paper and presentation.**

3 Background

3.1 Since the London 2012 Games, we have developed a consistent approach to informing customers of congestion or changes to their journeys that may arise from major events or engineering works. Customers find this regular proactive information useful in making their travel plans and changing those plans where they have flexibility to do so. We are building on the lessons from this work, alongside existing measures such as peak and off-peak pricing on rail services, by developing information and communication products to assist customers at those locations where congestion regularly occurs given London's rapid growth.

3.2 London's population of 8.6 million will reach 10 million by 2030, generating an additional 5 million trips per day. Current and proposed upgrades and works such as the Tube upgrades, Crossrail 1 and 2 and the Roads Modernisation Plan will introduce much needed extra capacity. But, given London's continued rapid growth, we need to provide as much help to customers and road users as we can to assist people with their journeys and help us get the greatest capacity from the existing transport network.

3.3 A key element of our response is creating the information and advice necessary to help customers avoid congestion and travel at the times and places where there is greater capacity.

3.4 The programme is focused on practical actions that can be delivered immediately and within the medium term.

3.5 The below diagram illustrates how the programme complements other activities already in development within TfL to respond to the challenge of demand.

Existing activities
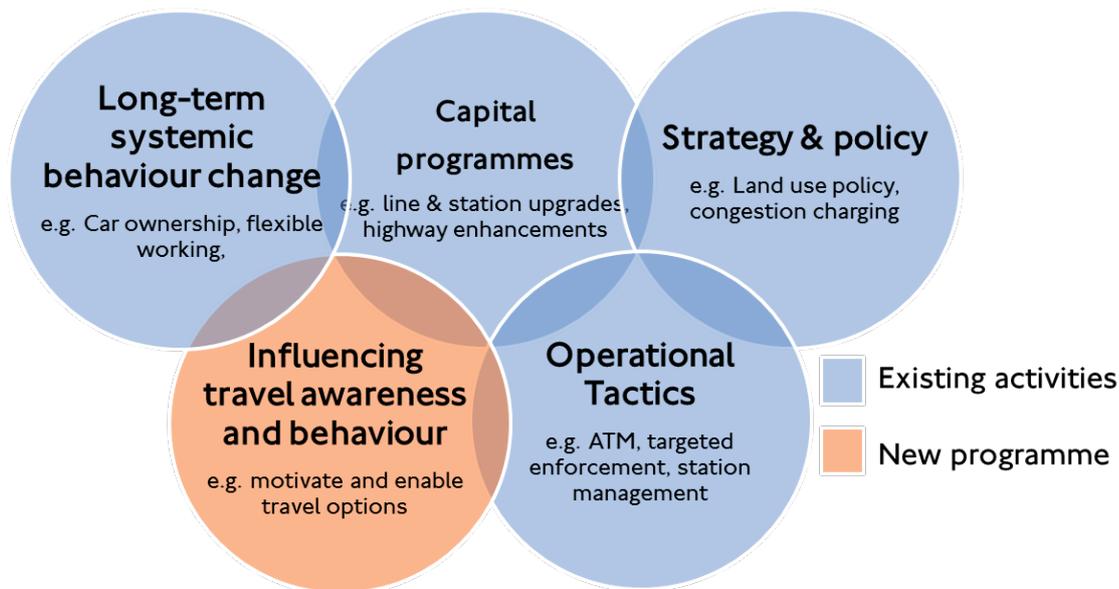
New programme

4 Programme strategy and Outputs

4.1 The programme builds on previous experience of supporting customers during major events and engineering works, and successful pilots to provide new customer information at congested locations on London Underground. Delivering new information to enable customers to travel at times and places where there is more capacity for a quicker and more comfortable journey has been effective in assisting between 6 percent and 20 percent of customers to improve their journeys.

4.2 Building on this experience and customer feedback we will provide customers with relevant and granular information on the congested times and locations; describe the choices open to them; and suggest alternative options that may provide journey benefits. Below are examples of outputs from previous pilots.
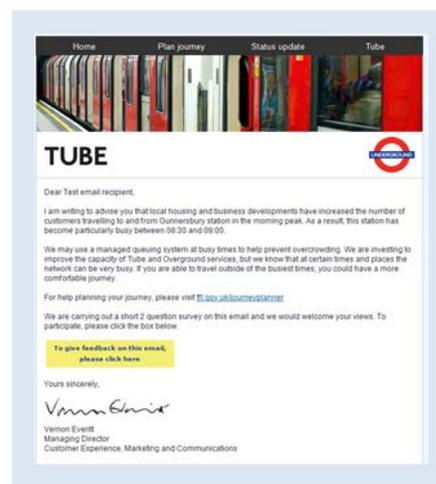
4.3   This new information will be integrated into existing communications wherever possible to make them easy for customers to access as part of their journey planning:

(a)   On-system operational channels such as whiteboards, information boards, public announcements;

(b)   Channels such as targeted emails and social media; web content; alerts within journey planners; posters and leaflets, data provided to third parties; and

(c)   Engagement with businesses, schools, further and higher education establishments, freight organisations and others to help them run their operations in the most effective way.

4.4   In addition to customer information and advice, the programme will deliver a toolkit of information and outputs that can be used flexibly by station teams and other frontline staff.

4.5   The programme is also testing innovative approaches, such as prototyping real-time crowding information on trains as part of a wider programme of greater personalisation of travel information. Customer feedback has identified that they would particularly welcome real-time information about when and where there is crowding, and available capacity and could use this information to consider their journey options. In addition, having the capability to personalise the information to those customers who are more flexible and have chosen to receive the information that is relevant to their journeys and their lifestyle, may significantly contribute to managing recurring congestion on the network.

5   Next Steps

5.1   The actions set out in Appendix 1 have been assessed to determine the date of delivery and the level of funding required.

5.2   Actions are being grouped and planned in accordance with budget requirements into the following categories:

- Can progress now within existing capacity

- Can progress now but requires funding to increase effectiveness

- Cannot progress without new funding

- Requires further investigation before including within scope

5.3   Initial outputs will be delivered later this autumn with continued cumulative delivery as part of business as usual. Business cases will be created for actions that require new funding and a final implementation plan put in place in the light of the resources available.

List of appendices to this report:

Appendix 1 – Presentation providing detail into the potential outputs of the programme

List of Background Papers

None

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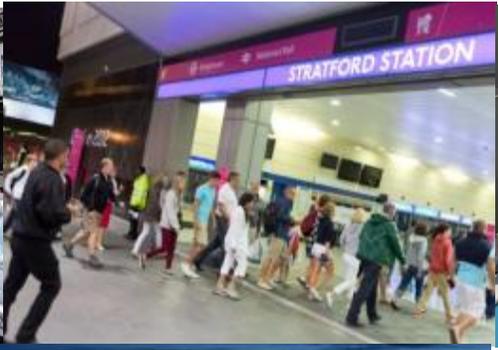
TRAVEL DEMAND PROGRAMME
Helping our customers avoid recurring congestion
TDM

APPENDIIX 1

October 2015
TDM@tfl.gov.uk

for London

Executive summary

❖ Since 2012, we have been developing an approach to help customers avoid crowding resulting from major events and engineering. This has identified the types of information and delivery that customers find useful

❖ Existing travel demand and rapid population growth puts continual and growing pressure on our transport network that can result in congestion at certain times and places

❖ There are a range of strategic and operational interventions in development in TfL to respond to this challenge and assist us in maximising existing capacity on our public transport and road networks

❖ To support our customers we are also planning to build on the experience of events and engineering by providing new types of information to customers to help them avoid congestion where possible in their everyday travel. This will help their journeys and assist us in getting the most out of our transport

❖ This requires an integrated programme to rapidly deliver customer information

HELPING OUR CUSTOMERS

Communications to outline different travel choices, to help reduce and spread demand on London's transport network have been tried since the 1920s.
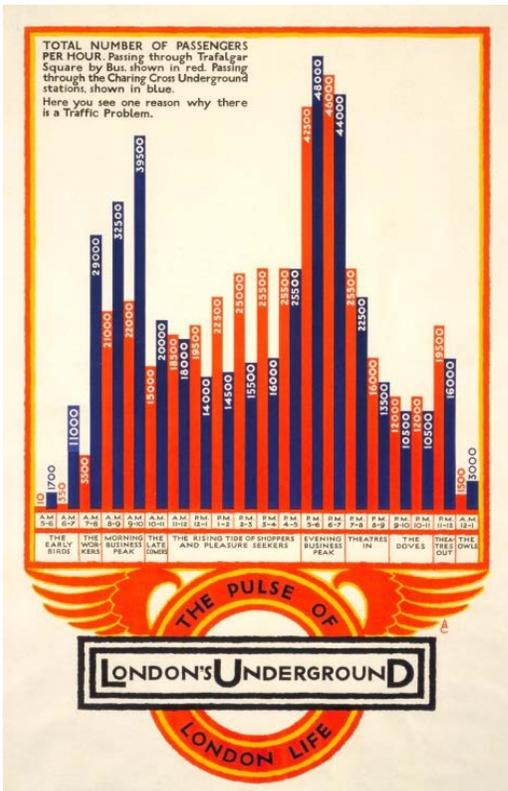
The pulse of London life
Aldo Cosomati, 1927

Shop between -10 and 4
Edward McKnight Kauffer,
1931
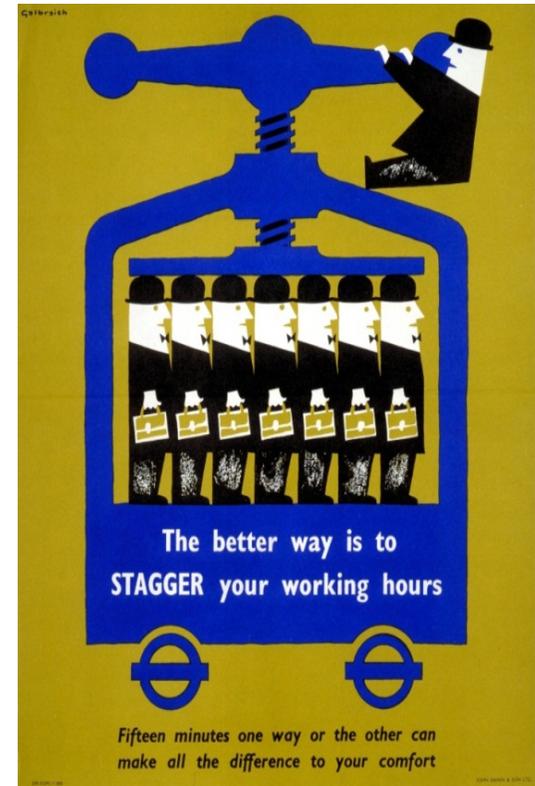
The better way is to stagger
your working hours
Victor Galbraith, 1959

Tried and tested strategy

❖ Since 2012, projects such as the Tour De France, Victoria line blockade and trials on London Underground revealed that customers welcome and respond to granular, relevant information that lets them anticipate congestion and avoid it if possible

❖ We have developed an approach that has been effective in enabling between 6 percent and 20 percent of customers to alter their travel to avoid congestion at defined locations

"TfL is doing a good job of minimising disruption by helping with planning and communicating alternatives" – increase from 45% in July 13 to 53% in August 14

LU trial -a shift in demand from the busiest period of 5-6% at Bethnal Green and Highbury & Islington

Thameslink London Bridge: *Demand at impacted London Overground stations down by between 10% and 20% during peak - communications achieved targeted behaviour change*

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MONDAY 7 JULY

Essex

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A NEW CUSTOMER INFORMATION PROGRAMME

Impacts of population growth on travel demand

❖ London's population today is 8.6 million and will reach10 million by 2030, a rate of two full Tube trains per week, which will generate an additional 5 million trips per day

❖ Daily freight trips to business, excluding home deliveries, are anticipated to rise by 13%

❖ Demand by the early 2020s on rail (up by 60%) and road (up by 20%) will exceed planned increases in network capacity

❖ Current and proposed upgrades and works will not eradicate all areas of recurring crowding and congestion

❖ Rapid measures are required to address these issues, both today and in the medium and long-term future

❖ We want to help customers avoid congestion where possible to give them better journeys and assist us in maximising existing capacity on our public transport and road networks

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A programme to complement existing activities

❖ The diagram illustrates how the programme complements other activities already in development within TfL to respond to the challenge of demand growth

Long-term systemic behaviour change
e.g. Car ownership, flexible working,

Capital programmes
e.g. line & station upgrades, highway enhancements

Strategy & policy
e.g. Land use policy, congestion charging

Influencing travel awareness and behaviour
e.g. motivate and enable travel options

Operational Tactics
e.g. ATM, targeted enforcement, station management

Existing activities

New programme

Transport for London

Programme strategy

Goal: Maintain customer satisfaction and ensure the resilience of transport services as the population grows

Objective: Maximise use of the available capacity by helping those customers with the flexibility to do so avoid congestion and travel where capacity is available

Strategy: More information to help customers to travel at times and places there is more capacity, for a quicker and more comfortable journey

Tactics

- ❖ **Explain** that London is changing

- ❖ **Motivate** customers through description and quantification of journey benefits

- ❖ **Increase knowledge and awareness** to enable customers to make changes

- ❖ **Target priority locations** to relieve immediate and significant pressures

Transport for London

Initial priority locations for London Underground

Stations

1	Baker Street	13	Holborn
2	Balham	14	Kings Cross St.Pancras
3	Bank	15	Liverpool Street
4	Bethnal Green	16	London Bridge
5	Camden	17	Mile End
6	Canada Water	18	Monument
7	Clapham Common	19	Oxford Circus
8	Clapham North	20	Stratford
9	Clapham South	21	Victoria
10	Earl's Court	22	Waterloo
11	Euston	23	Westminster
12	Highbury & Islington		

Initial priority locations for surface

	Surface locations		
1	A205 – Catford Gyratory	4	Blackwall Tunnel – South approach
2	A312 – M4 J3	5	Blackwall Tunnel – North approach
3	A312 – Bulls Bridge roundabout		

Transport
for London

KEY PROGRAMME OUTPUTS

Indicative activity roll-out plan

November 2015	December 2015	January 2016	February 2016	March 2016	April 2016

Business and Stakeholder, Visitor Industry, Education, Community, Freight, Borough and Employee engagement and comms

Phase 1 go-live | | | | **Phase 2 go-live** |

November 2015 column				March/April 2016 column

Left side (starting November 2015):
- CRM emails to customers
- Journey Planner and Online messages
- Infographics
- Tube Walking Map launched
- Social media
- PR activity
- In-station comms
- Station packs
- Station wayfinding /customer flow improvements
- Visitor Centre messages
- Visitor messages and top tips
- Contact Centre trial of messages
- Messages into existing campaigns
- Internal comms

Right side (starting March 2016):
- CRM emails to customers
- Journey Planner messages
- Least crowded route in Journey Planner
- Infographics
- Social media
- PR activity
- In-station comms
- Station packs
- Visitor Centre messages
- Visitor messages and top tips
- Contact Centre messages
- Internal comms

November 2015	December 2015	January 2016	February 2016	March 2016	April 2016

Transport for London

13

Information and advice

❖ Focusing on the initial key priority locations, provide granular information and advice on the busiest times to travel through the location, and the viable alternatives for a quicker and more comfortable journey

❖ The action plan for the road key priority locations will build upon customer communications delivered for the Road Modernisation Plan (RMP) road improvements this autumn

Customer activity

❖ Activity to be delivered into two phases, November 2015 and March 2016:

  ❖ **In-station comms**: Whiteboard posters, PA announcements, DMI

  ❖ **CRM** – targeted emails to customers travelling at busiest times

  ❖ **Online** – Journey Planner and station page messages and infographics

  ❖ **Social Media** – post infographics and key facts

  ❖ **Press and Media activity –** targeted briefings, editorial for local media and localised press releases

  ❖ **Roadside Variable Messaging Signage (VMS)** – carrying helpful messages for road users

  ❖ **Station staff** – create station packs with key data to aid operations and key messages to assist customers

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❖ Develop a proof-of-concept that provides customers and operations an indication of the real-time and predicted levels of crowding on the network. This would allow customers to make informed travel decisions to avoid crowds, helping to manage demand on the network and improving reliability

Walking times between stations
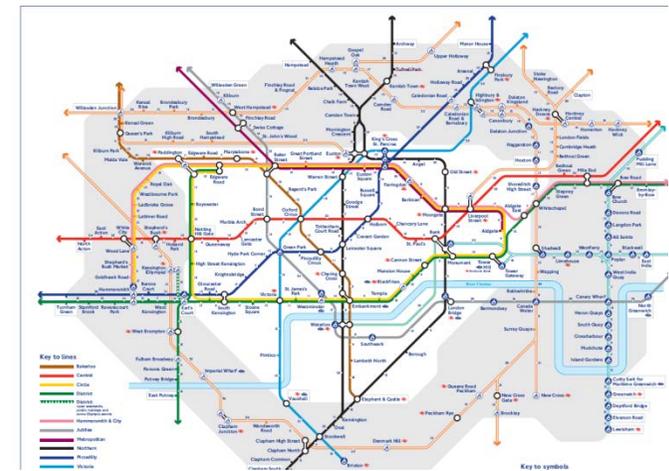
❖ Design a TfL Tube Walking Map (above) to provide information around walking distances and times between stations

Scenario 1 - Station Options King's Cross St. Pancras, Euston, Warren Street, Oxford Circus, Green Park, Victoria, Northbound

This scenario compares the level of crowding on trains arriving at all stations on the Victoria line.

John is about to leave and is comparing how full trains are at his nearby stations.

He decides to travel from the station with less crowding, so he can board the train quicker and have a more comfortable journey.

Station

King's Cross St. Pancras, Euston, Warren Street, Oxford Circus, Green Park, Victoria

Direction

Northbound

Last Refreshed at:

Sep 17 2015 5:41PM

Station	Train	Minutes	Train Load (%)	Load Indicator
King's Cross St. Pancras	Train Approaching	1	80%	
King's Cross St. Pancras	1st Train	4	52%	
Euston	Train Approaching	0	88%	
Euston	1st Train	2	57%	
Warren Street	Train Approaching	1	60%	
Warren Street	1st Train	5	47%	
Oxford Circus	Train Approaching	3	34%	
Green Park	Train Approaching	1	49%	
Green Park	1st Train	3	25%	
Green Park	2nd Train	5	25%	
Victoria	Train Approaching	1	17%	

Info

Real Time Crowding Proof of Concept. September 2015

Delivered by Travel Demand Management and Customer Experience

Transport for London

New developments

❖ Work with the visitor industry to communicate top travel tips and develop tools to assist visitors

❖ Provide an option in Journey Planner to allow customers to plan the least congested route, for a quicker and more comfortable journey

External stakeholder engagement

Continue to engage with local businesses, schools, further and higher education establishments, visitor industry partners, freight partners and local groups to disseminate the messages through their channels to their employees, customers and suppliers

External stakeholder	Purpose
Visitor industry	Develop engagement strategies, templates and tools for visitor industry groups to disseminate messages and consider their business resilience
Business stakeholders	Support and encourage businesses to consider how transport demand could impact their employees, suppliers and consumers
Freight partners	Identify new sectors and opportunities for engagement and influence
Education partners	Provide localised information and advice to encourage students, staff and parents, to consider their travel options
Community	Provide localised information and advice to local communities and groups to encourage their worshippers, employees, suppliers and visitors to consider their travel options
Employees and internal communications	Develop on-going communications and knowledge sharing with employees to widen the message to customers. Encourage TfL employees to consider their travel options and behaviours

Next steps

❖ Develop and implement a tactical delivery plan

❖ Agree the level of funding required as part of business planning

❖ Develop business cases for key new deliverables

❖ Agree those deliverables requiring further investigation